



Strategic Planning & Performance (Police) Committee

Date: MONDAY, 7 FEBRUARY 2022
Time: 10.00 am
Venue: COMMITTEE ROOMS, GUILDALL, LONDON, EC2V 7HH

Members: Tijs Broeke (Chair)
Andrew Lentin (Deputy Chair)
Caroline Addy
Munsur Ali
Deputy Keith Bottomley
Helen Fentimen
Alderman Timothy Hailes
Deborah Oliver
Deputy James Thomson
Deputy Philip Woodhouse
Moawia Bin-Sufyan (External Member)
Adrian Hanstock (External Member)

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Accessing the virtual public meeting

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<https://youtu.be/4LWgkKRmrEI>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk

AGENDA

Part 1 - Public Agenda

1. APOLOGIES

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

3. MINUTES

To agree the public minutes and non-public summary of the meeting held on 3 November 2021.

For Decision
(Pages 5 - 12)

4. PUBLIC OUTSTANDING REFERENCES

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 13 - 14)

5. Q3 PERFORMANCE -V- POLICING PLAN MEASURES 2021-22

Report of the Commissioner.

For Information
(Pages 15 - 32)

6. FORCE'S PERFORMANCE AGAINST THE GOVERNMENT'S NATIONAL PRIORITIES FOR POLICING - 3RD QUARTER STATEMENT (END OF DECEMBER 2021)

Report of the Town Clerk.

For Information
(Pages 33 - 42)

7. PROPOSED POLICING PLAN MEASURES 2022-23

Report of the Commissioner.

For Information
(Pages 43 - 62)

8. HMICFRS INSPECTION UPDATE

Report of the Commissioner.

For Information
(Pages 63 - 112)

9. QUARTERLY COMMUNITY ENGAGEMENT UPDATE

Report of the Commissioner.

For Information
(Pages 113 - 130)

10. UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS (VAWG) ACTIVITY

Report of the Commissioner.

For Information
(Pages 131 - 140)

11. VICTIM SERVICES - DEEP DIVE

Report of the Commissioner.

For Information
(Pages 141 - 154)

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

14. EXCLUSION OF THE PUBLIC

MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

15. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

16. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

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STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE **Wednesday, 3 November 2021**

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee
held at Committee Rooms, Guildhall, London, EC2V 7HH on Wednesday, 3
November 2021 at 2.00 pm

Present

Members:

Tijs Broeke (Chair)
Helen Fentimen
Alderman Timothy Hailes
Moawia Bin-Sufyan (External Member)
Adrian Hanstock (External Member)

Officers:

Simon Latham	- Director of the Police Authority Team
Alex Orme	- Head, Police Authority
Oliver Bolton	- Deputy Head, Police Authority
Polly Dunn	- Town Clerk's Department
Valeria Cadena	- Community & Children's Services Department
Ayesha Fordham	- Community & Children's Services Department
James Gibson	- Chief Operating Officer's Department

Ian Dyson	- Commissioner, City of London Police
Rob Atkin	- City of London Police
Paul Adams	- City of London Police
Kelly Harris	- City of London Police
Carly Humphreys	- City of London Police
Anna Rice	- City of London Police
Rebecca Riggs	- City of London Police
Hayley Williams	- City of London Police

1. APOLOGIES

The Chair explained his plans to ask for hybrid meetings going forward. It was also noted that this was the last meeting with Commissioner present and a formal Vote of Thanks would follow. Immense gratitude was expressed from the Committee for all the Commissioner's work over his time with them.

Apologies were received from Andrew Lentin, Deputy James Thomson and Deputy Philip Woodhouse.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. **MINUTES**

RESOLVED, That the public minutes and non-public summary of the meeting held on 6 September 2021 be approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**

Members received a joint report of the Town Clerk and Commissioner regarding the public outstanding references.

RESOLVED, that the report be noted.

5. **VIOLENCE AGAINST WOMEN AND GIRLS UPDATE**

Members received an update of the Commissioner regarding Violence against Women and Girls (VAWG).

The Chair noted the report had been discussed at the Police Authority Board (PAB) in great length and that it was also due to be seen at the Professional Standards & Integrity Committee (PSIC) later in the week, due to the importance and cross-cutting nature of the report. The Chair commented that reports such as this should emphasise the joint approach between the Corporation and the Police particularly when surrounding specific initiatives e.g., Ask for Angela.

The present report focused on nationally important work that required a significant investment of time and resource. Deputy Chief Constable Maggie Blyth had been appointed as the National Police Chief Councils national led on this to oversee the delivery of this. However, it was noted that the national policing strategy on VAWG was still in development.

The Commissioner signalled that work was being co ordinated locally and a fuller report would be brought to the Committee and Board and PSIC in February 2022. This national policing strategy would not be available until later to allow for tandem work with partner agencies and charities, which will help ensure accurate outcomes are achieved.

The Force were aiming to improve public and internal confidence surrounding VAWG and had created a separate internal working group. This work was being led by Detective Chief Supt Rebecca Riggs to focus on this area. There was already a strategic vulnerability steering group internally, which oversaw all strands of work around vulnerability.

A Member asked a question regarding where a Professional Standards Review was undertaken of officer behaviour, the officer was not compelled to act on the feedback and recommendations. How did the Force manage this? The Commissioner noted that this is for practice requiring improvement (PRP) and there were options open to the Force to escalate this to a formal misconduct investigation if the officer did not accept the learning from the PRP.

For higher-level cases where a formal misconduct investigation was required, the recommendations had to be acted upon however, for lower-level allegations

where, upon reflection, individuals concluded they did not need to modify their behaviour, the Force felt it had an organisational responsibility to act. This could therefore result in other tactics being deployed, such as redeployment.

The Chair questioned how PAB would be engaged with preparation of final strategy plan and when this would be finalised.

The Commissioner clarified that he was referring to national police action plan which would be finalised in December 2021. Actions from the plan would then be taken and implemented locally. A report would be available for PAB in February 2022 and the Force would ensure engagement was made with the City Corporation on this work.

The Chair asked for a timeline to show how the City's Action Plan and National Action Plan were linked, noting that the existing plan expired in October 2021.

A representative of the City's Community Safety Team (Community & Children's Services) commented that the City of London Plan would need to be different for this year due to a recent change in legislation. The new information had to be integrated and would be shared within a dedicated Violence against Women and Girls Forum, bringing together all key stakeholders (the Force, City Corporation, charities, businesses etc). Officers would be ensuring the national changes were factored into the City's Plan and a draft would be produced by February 2022.

The Committee felt that it was unacceptable to leave until the new year as it left a gap of several months with no plan in place. A request to speed up the process (5/2021/P).

RESOLVED, that the report be noted.

6. **HMICFRS INSPECTION UPDATE**

Members received a report of the Commissioner regarding the HMICFRS Inspection Update.

The Commissioner commented that this was a routine update and that he was comfortable with the process to ensure the activity has been properly completed.

The Chair asked if by the next meeting all items could be progressed into the green rating. A Member asked how the prioritisation of ongoing items was being managed.

The Commissioner responded that the moving of items from amber to green could take significant investment and time but was comfortable that appropriate progress was being made against the deadlines stipulated by HMICFRS, and added that he would be disappointed if these were not met. Compared to previous years there was a far more pro-active response to the recommendations and the team that oversaw the work had cross checked with the Force's risk register to ensure nothing was missed.

A Member commented that HMICFRS provided recommendations but that it was not within their remit to factor in costs, making it difficult to work out how the Force should best deploy its resources.

A Member asked the Commissioner what he was most worried about. The Commissioner responded that his only concern was ensuring that, in addressing a recommendation, the final outcome made the impact required and that the amount of resource required to deliver this was proportionate.

A Member asked the Commissioner what he recommended the Committee pay more attention to. The Commissioner responded that the Committee and Board should scrutinise whether a recommendation from HMICFRS warrants a much larger (or smaller) response than advised. It was noted that HMICFRS was also changing the way in which it inspected forces. As it was to be more data driven, the Committee needed to ensure there was a local context provided. The Force should be highlighting to the Committee where it thinks improvements should be made before the inspections come to pass. The Chair commented that the Committee should explore the new inspection regime. It was noted that an information report on the proposed new regime would be brought to the next SPPC in February 2022. **(6/2021/P)**.

The Child Protection visit was rescheduled for 6 December 2021 and the Safeguarding SIA Member of the Board would be in attendance. There would be a deep dive on victims at the Committee's next meeting. The red status of the associated risk and the Commissioner hoped that this would move to amber ahead of this.

The Commissioner noted that the areas listed as red status were a clear example of where there had been a lack of resource within the Force.

RESOLVED, that the report be noted.

7. HUMAN RESOURCES DATA MONITORING INFORMATION: 1 APRIL 2021 - 30 SEPTEMBER 2021

Members received a report of the Commissioner in relation to Human Resources Data Monitoring Information: 1 April 2021 – 30 September 2021.

The Commissioner noted the rate of recruitment was very high and that the Uplift Programme was working to increase diversity in police officer recruits.

Referring to figures within the report around the number of vacancies being held, a Member asked if there had been an impact on the Force given the 10% decrease in police officer numbers compared to the establishment force model. Officers explained that the 933 posts included the national Serious Organised crime unit posts which did not count towards front-line officers for CoLP. The vacancies therefore did not directly translate to a loss of 'frontline' service.

It was noted that the Force had received funding until April 2022 to recruit 35 new officers.

The Commissioner added that the 933 officers was an establishment figure based on funding received. COLP typically lost about 50 police officers a year through retirement or movement to other forces, but since the report was published the Force had filled posts above the 844 reported and that the remaining vacancies were held where they could best afford to.

A Member commended the statistics surrounding Black, Asian and Minority Ethnic (BAME) representation and recruitment amongst the police officers and staff but asked for a breakdown of BAME officers by rank in order to see how BAME officers were progressing into high level positions in the next update.

The Commissioner stated there were currently three superintending BAME officers, but it was fair to say the majority of BAME officers were currently in more junior positions owing to the recent drive to recruit probationer officers. This would play out as time progressed and they became established in the organisation with a view to promotion and progression. The Force was working on national equality and inclusion guidance to help progression and retention of BAME officers locally. Further to this, the Commissioner had attended focus groups which had helped to give ideas on how this might be built on further.

Learning and Organisational Development (L&OD) had carried out a positive action leadership scheme (PALS) aimed at those with BAME background in September 2021. They had received positive feedback and were aiming to roll out the scheme again.

There was a discussion about how the Force had held vacancies were because 75% of the Force's budget was set on employee cost therefore, positions were driven by budgetary consideration at a time when significant savings were being demanded.

A Member asked what the overall impact these held vacancies had on the delivery of the Force's strategic plan was and what it meant for operational services. The Member also questioned if there were gaps, they should be asking for more information on.

The Commissioner clarified that this report was a presentation of HR data and was intended to show the Committee the standard employee numbers e.g., sickness levels, and historically acted as HR monitoring tool rather than a forward plan. It was noted that the Workforce Plan which was due at the RREC is more of a forward-looking document which does identify skills gaps etc.

A Member responded that as a public document, this report states that the police officer numbers had dropped by 10% below the ideal and members of the public would be entitled to ask why that was and how it affected them.

The Chair asked what the impact of COVID sickness had on staff and costs and if possible, to see more information on why people resigned from the Force, perhaps through greater use of exit interviews.

There was a question raised about the letter from the Policing Minister, in which 'other' was referenced as a minority ethnic group. The Commissioner would have to review what, in this instance, the term 'other' captured (**7/2021/P**).

The Commissioner responded that the measures put in place for the first and second lockdown were continuing to work to reduce COVID impact on staff and that there was no drastic increase in positive COVID levels among the establishment.

It was noted that due to the recent rise in protest and the COLP involvement in COP26 it was a challenging time for the Force.

In relation to the question relating to Exit interviews, the Force now had the option to manage exit interviews via online forms, with the hope that this would increase uptake. Staff were also given the option to have interviews with staff network representatives rather than with their line managers or HR, to help increase uptake. However, there was not a high enough uptake of exit interviews to note any key themes for reason of resignation.

RESOLVED, that the report be noted.

8. VULNERABILITY DEEP DIVE

Members received a joint report of the Commissioner and Director of Community and Children's Services concerning the Vulnerability Deep Dive. The Chair commented that this was a very good report and thanked the author who was present at the meeting.

A Member suggested it would be helpful to see a risk register style dashboard, if possible.

The Force confirmed they were working on pulling out risks around policing vulnerability and this would inform the Strategic Threat and Risk Assessment which fed into the Policing Plan priorities, so would feature in the Policing Plan for 2022-23.

A member questioned if there was likely to be an increase in certain crime rates as the City came out of COVID restrictions. The Commissioner noted that the number of sexual offence reports had increased and that they were receiving one-two reports of domestic violence a month.

RESOLVED, that the report be noted.

9. Q2 PERFORMANCE V POLICING PLAN MEASURES

Members noted a report of the Commissioner regarding Q2 Performance V Policing Plan Measures.

The Commissioner stated that he was confident that measures will be achieved for year end and commented on the large amount of work being done around Servator stop and search. It was mentioned that even with the current rising crime levels in the context of the re-opening of the City, the rates were still

lower than that of 2019. There was, however, a rise in violent crime, sexual offences, stalking and harassment. The Commissioner assured the Committee a lot of resources were being applied in these areas.

Whilst improvement was required on positive outcomes from Servator Stop and Search, it was noted that COLP had the highest reduction of compared to the national average and were achieving a good outcome rate.

A Member asked where the police were trending in terms of theft and what the numbers were on drink spiking.

The Chair asked how the upward trend of crime was being monitored as the City returned to normal.

The Commissioner stated that they had received two reported incidents of spiking in the City since COVID restrictions were lifted and mentioned that whilst these cases were serious, this number was very low compared to other forces. COLP was engaging with national work taking place to reduce spiking. In terms of theft, there had been an increase in theft from motor vehicles and a modest increase from theft from person. The reports of violence were still below levels pre-COVID but, as mentioned, there was an increase in sexual offences and public disorder most likely due to the night-time economy reopening. To avoid reaching and surpassing historic levels of crime, the Force aimed to have a more agile and robust tasking system including weekly strategic meeting and a push on the Christmas Campaign.

The Chair commented that the link to crime and the night-time economy may be a subject for a future deep dive report. The Chair asked if any work was being done on monitoring repeat offenders.

The Commissioner stated the Force was linking with agencies in order to strike the right balance on monitoring repeat offenders.

A Member asked if there was a breakdown for the ethnicity and gender of positive stop and search rates. The Commissioner clarified that the Professional Standards and Integrity Committee were due to receive a report on this later in the week. The Town Clerk agreed to forward the Q2 Stop and Search report due at PSIC to the Member for their information.

The Chair asked to what extent was there a chance of curtailing protests such as those by Extinction Rebellion because of the repeated drain on police resources. The Commissioner noted that the law surrounding police presences at protest did not factor in the effect on police resource. There were opportunities to reimburse certain costs caused by protest but the current style on protest had been draining on the Force.

RESOLVED, that the report be noted.

10. **FORCE'S PERFORMANCE AGAINST THE GOVERNMENT'S NATIONAL PRIORITIES FOR POLICING - 2ND QUARTER STATEMENT (END OF SEPTEMBER 2021)**

Members received a joint report of the Town Clerk and Commissioner regarding the Force's Performance against the Government's National Priorities for Policing – 2nd Quarter Statement (end of September 2021).

RESOLVED, that the report be noted.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

12. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There were no items of urgent business.

13. **EXCLUSION OF THE PUBLIC**

Members indicated that there were no questions or items of urgent business to be raised in private session.

14. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions in non-public session.

15. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no urgent business in non-public session.

The meeting ended at 3.22pm

Chairman

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Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
3/2021/P	6 September 2021 HMICFRS Quarterly Report	Report format to be explored with Chair and Deputy Chair ahead of the next meeting.	Assistant Commissioner	Complete- the report and the appendix have been developed in line with feedback received from Members. The new incumbent in post is looking at further alternative options of how best to present the Appendix and work will continue to refine this. Any further feedback from Members is still welcome.
5/2021/P	3 November 2021 Violence against women and girls update	New City of London VAWG Plan to be accelerated to ensure that there was minimal time between it and the past plan (which expired in October 2021)	Director of Community & Children's Services Commissioner	Complete- an update on VAWG is on the agenda
6/2021/P	3 November 2021 HMICFRS Inspection Update	Information on the new HMICFRS Inspection regime to be brought to the Committee for information.	Commissioner	Complete- an update on this is included in the regular HMICFRS update on the agenda.
7/2021/P	3 November 2021 HR Data Monitoring Information: April – September 2021	Within the letter from the Policing Minister, 'other' was referenced as a minority ethnic group. Clarity was sought as to what this included.	Commissioner	Complete- Categories for Ethnicity for this were: Black/Black British, Asian/Asian British, Mixed or multi-ethnic Group, White and Other. 'Other' includes Arab and other minority groups not covered in the above groups (for e.g this could be ethnicities such as Native American, possibly some Latin American groups etc.). It

Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

				might be that someone doesn't feel they fit into any of the main categories above, but still see themselves as an ethnic minority so could put themselves in this 'other' group.
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Committee(s): Strategic Planning and Performance Committee	Dated: 7 February 2022
Subject: Q3 Performance -v- Policing Plan Measures 2021-22	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 07-22	For Information
Report author: Performance Analysis Manager	

Summary

Policing Plan Measures Performance Quarter 3 2021/22 1st October – 31st December 2021 Performance Information Unit

Q3 21/22 Performance – Policing Plan Measures

1.1 Summary

This report summarises performance against the measures in the City of London Policing Plan 2020-2023; for Quarter 3 (Q3) of the current reporting year 2021-22.

The refreshed Plan for 2020-23 was published on the City of London Police Website¹ on the 1st of April 2021. It includes areas of focus for 2021-22 and consequently a new set of performance measures were established.

A summary assessment of the overarching measures for the Policing Plan priorities for 2021-22 for Q3; is shown below (Table 1.1). Members will be aware that the last year was an extraordinary year in terms of policing the City of London with the impact of the Covid-19 pandemic being evident; and many areas continue to be impacted or face unpredictable demand as a result in Q3 2021-22. A full summary of performance against each metric which sits within the overarching measures, is contained within the report.

The overall assessment of the **Local Policing** priority has improved from **Close Monitoring**; to **Satisfactory** this quarter. All other priorities remain the same as stated in the previous Quarter 2 report.

¹ City of London Police Policing Plan 2021-23-[policing-plan-2020---2023.pdf](https://cityoflondon.police.uk/policing-plan-2020---2023.pdf) (cityoflondon.police.uk)

Table 1.0 - Priorities Summary Assessment Table.

Priorities	Q4 2020-21	Q1 2021-22	Q2 2021-22	Q3 2021-22	Q4 2021-22
1. Economic & Cyber Crime	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	-
2. Counter Terrorism	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	-
3. Serious Organised Crime	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	-
4. Violent & Acquisitive Crime	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	-
5. Local Policing	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	SATISFACTORY	-

1.2 Recommendation(s)

It is recommended that members note the report paying particular attention to those areas where change is identified; or to those measures that remain at 'Close Monitoring' or 'Requires Action'.

Main Report

2.1 Background


This report presents Force performance against the measures published in your Police Authority Board's three-year Policing Plan 2020-23 for the year 2021-22, reporting the performance for Q3, 1st October to 31st December 2021.

For the Force Performance Management Group (PMG), measures are graded across three categories; whether performance is 'Satisfactory', requires 'Close Monitoring' or 'Requires Action'. This report continues to reflect the grading reported at the Force PMG as requested by the Performance and Resource Management Committee meeting; and in the report to the Strategic Planning and Performance Committee.

The definitions for Satisfactory, Close Monitoring and Requires action remain in place for the entire reporting year; in order to provide a consistent grading approach. The assessment criteria for each measure reported as **Close Monitoring** or **Requires Action**; is found within Appendix A.



2.2 Current Position.



Priority 1: Economic and Cyber Crime						
MEASURE	Q4 2020-21	Q1 2021-22	Q2 2021-22	Q3 2021-22	Q4 2021-22	TREND
Overall Assessment	N/A	Close Monitoring	Close Monitoring	Close Monitoring	-	➡
Measure 1.1 - To achieve satisfaction baseline levels of 2019/20 with regard to the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online)".	N/A This was a new measure introduced for 2021-22	Satisfactory	Satisfactory	Satisfactory	-	➡
Measure 1.2 - 90% of surveyed respondents have improved knowledge of fraud threats and protective behaviours following engagement events / direct communications.	N/A This was a new measure introduced for 2021-22	REPORTED ANNUALLY as part of Neighbourhood Alert Survey	REPORTED ANNUALLY as part of Neighbourhood Alert Survey	REPORTED ANNUALLY as part of Neighbourhood Alert Survey	-	Trend awaits 2022/23 baseline.
Measure 1.3 - The number of judicial outcomes recorded by policing is increased.	N/A This was a new measure introduced for 2021-22	Requires Action	Close Monitoring	Requires Action	-	⬇
Measure 1.4 - City of London Police organised crime groups (OCGs) disruptions are sustained (with higher proportion of major disruptions or seek to increase disruptions against higher harm OCGs).	N/A This was a new measure introduced for 2021-22	Satisfactory	Satisfactory	Satisfactory	-	➡
Measure 1.5 - increased use of Serious Crime	N/A This was a new	Satisfactory	Satisfactory	Satisfactory	-	➡

Prevention and other Ancillary Orders.	measure introduced for 2021-22					
Measure 1.6 - Economic Crime Academy delegate training numbers are sustained with 90% satisfaction rate.	N/A This was a new measure introduced for 2021-22	Close Monitoring	Close Monitoring	Close Monitoring	-	

There are a total of six measures under Priority 1 Economic and Cyber Crime.






- The first measure is reported as **Satisfactory** reporting on Action Fraud victims' satisfaction with the service. Satisfaction levels this quarter have increased slightly compared to the previous quarter; and are now reporting 91%; up from 89%.
- The second measure has now been established with a baseline; and considers the number of respondents to the 2021 Neighbourhood Alert members survey; who reported that they would now be better informed as to how to 'spot a scam'. Based on alerts received the respondents reported that for March 2021 **81%** now state that they **were better informed** as to protective behaviours.
- Performance of the third measure relating to judicial outcomes has decreased to **'Requires Action'** this quarter; following the improvement reported during Q2. In Q3 a total of 32 outcomes were recorded; which raises the total for this year to 529. This year's total equates to 62% of those recorded at the same time last year (2020/21 n=869).
- The fourth measure covering OCG disruptions is reported as **Satisfactory** for this period. Both the overall number of disruptions (n=44) and the number of major disruptions (n=10); are to date **ahead of the quarterly averages** from last year (n=37 and n=8 respectively).
- The fifth measure reporting Ancillary Orders performance is reported as **Satisfactory**, as the number of active Ancillary Orders remains above the benchmark from last year.
- The final measure relates to Economic Crime Academy performance regarding overall levels of delegate course satisfaction; and is reported as **Close Monitoring**. Performance has remained unchanged from the previous quarter; due to the full quarter's submissions being incomplete due to Academy staff absences. Actual number of delegates for October and November are much improved from previous months (n=308); and **more than double** the total for last quarter (n=104). The figures are encouraging with an average satisfaction rate of 94% across the two available months. Should performance continue for the month of December; it is likely this measure can be revised to Satisfactory.

Priority 2: Counter Terrorism						
MEASURE	Q4 2020-21	Q1 2021-22	Q2 2021-22	Q3 2021-22	Q4 2021-22	TREND
Overall Assessment	Satisfactory	Close Monitoring	Close Monitoring	Close Monitoring	-	
Measure 2.1- An increased percentage of people	Satisfactory	REPORTED ANNUALLY as part of	REPORTED ANNUALLY as part of	Requires Action	-	

who are surveyed who feel the City of London Police are prepared to respond to a terrorist attack		Community Survey	Community Survey			
Measure 2.2- An increased percentage of Project Servator stops that result in a positive outcome.	Close Monitoring	Requires Action	Requires Action	Close Monitoring	-	
Measure 2.3- An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police	Requires Action	Satisfactory	Satisfactory	Satisfactory	-	

There are three measures under the Counter Terrorism priority.

- The first measure reports public views on the City of London Police's preparedness to deal with a terrorist attack. Levels report this measure **Requires Action** with a **significant decrease of 15%** down to 79%; from the baseline of 94% set in the 2020/21 survey. This year 70 respondents were 'Very Confident' and 68 were 'Fairly Confident'; that the Force would respond effectively to a terrorist incident. This reflected as 79% of respondents. Number of survey respondents were far lower this year due to the move to solely on-line survey methods; and a shift in response groups moving from predominantly residents to workers.
- The second measure around Project Servator positive outcomes for Stop and Search; has **improved to Close Monitoring**. At the end of Q3 a 62% positive outcome rate is reported for the year to date, similar to 63% for the previous year. There was a particular increase in Project Servator activity likely to do with increased officer deployments over the Christmas period.
- The third measure reports performance for the number of Op Lightning reports continues to report as **Satisfactory**. To date this year 77 reports have been received compared; to 52 at this point last year; an **increase of 48%**.

Priority 3: Serious Organised Crime						
MEASURE	Q4 2020-21	Q1 2021-22	Q2 2021-22	Q3 2021-22	Q4 2021-22	TREND
Overall Assessment	Satisfactory	Satisfactory	Satisfactory	Satisfactory	-	
Measure 3.1- An increase in the number of organised crime groups disrupted.	Satisfactory	Satisfactory	Satisfactory	Satisfactory	-	
Measure 3.2- A reduction in the percentage of people who are surveyed who consider drugs a problem in the City of London.	Satisfactory	REPORTED ANNUALLY as part of Community Survey	REPORTED ANNUALLY as part of Community Survey	Satisfactory	-	
Measure 3.3- a reduction in the number of cyber enabled crimes.	Satisfactory	Satisfactory	Satisfactory	Satisfactory	-	
Measure 3.4- Maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children.	Satisfactory	Satisfactory	Satisfactory	Satisfactory	-	




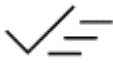
There are four measures within the Serious and Organised Crime Priority.

- The first measure, reports on the number of organised crime groups disrupted; and is reported as **Satisfactory**. Current levels exceed the total at this point last year, although Q4 performance last year was exceptional and may have led to a performance challenge this reporting year.
- The second measure, reports on the percentage of people who are surveyed who consider drugs a problem in the City of London, and is reported as **Satisfactory**. In this year's survey **solely 3.4%** of respondents considered drugs a top priority; while 7% considered drugs within their next two priorities. Overall, **5%** of the responses when totalled placed drugs as a Force priority. This indicates a **10% decrease** from the 15% last year; and continues the downward assessment of drugs as a high priority public concern.
- The third measure, a reduction in the number of cyber enabled crimes is reported as **Satisfactory**. To Q3 this reporting year a total of 27 reports have been received; compared to 44 by this point last year (a **decrease of 38%**).
- The fourth measure, to maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children is reported as **Satisfactory**; for the Q3 period. There has been a slight increase in the number of investigations (n=8) compared to last quarter (n=7 which equates to a 13% reduction; recognising low overall volumes).






Priority 4: Violent and Acquisitive Crime						
MEASURE	Q4 2020-21	Q1 2021-22	Q2 2021-22	Q3 2021-22	Q4 2021-22	TREND
Overall Assessment	Satisfactory	Satisfactory	Satisfactory	Satisfactory	-	➡
Measure 4.1- A reduction in number of victim-based violent crimes.	Satisfactory	Satisfactory	Satisfactory	Satisfactory	-	➡
Measure 4.2- A reduction in number of victim-based acquisitive crimes	Satisfactory	Satisfactory	Satisfactory	Satisfactory	-	➡
Measure 4.3- A reduction in the re-offending rate of people committing violent and acquisitive crime	Satisfactory	Satisfactory	Close Monitoring	Satisfactory	-	➡
Measure 4.4- An increase in the percentage of people satisfied that they have received a professional service following reporting a crime	Satisfactory	Satisfactory	Satisfactory	Satisfactory	-	➡

There are four measures within the 'Violent and Acquisitive Crime' priority.

- The first measure, a reduction in number of victim-based violent crimes is reported as **Satisfactory**; as the Force continues to experience a reduction compared to the 2019/20 baseline (-10%).
- The second measure, a reduction in number of Victim-Based Acquisitive Crimes is reported as **Satisfactory**. There has been a reduction of 44% compared; to the 19/20 baseline.
- The third measure around the reduction in reoffending for acquisitive and violent crime has returned to **Satisfactory** this quarter; as levels of repeat offender crime are decreased compared to 2020/21. The percentage of offenders identified as repeat offenders does report a slight increase from 20% to 24%. Operations reports that this increase is driven by good proactive work by the Force.
- The fourth measure reporting on Victim Satisfaction performance; remains as **Satisfactory**.

Treatment 75% Satisfied		Follow Up 62% Satisfied	
Overall Service 62% Satisfied		76% Would Recommend in Future	

The Force is currently achieving an 8% response rate to the Victim Satisfaction survey; delivering 998 text message requests since January 2021 which led to 82 responses. The Force reports a **decrease** in 'satisfaction with treatment' this quarter; compared to Q2 (decreasing from 85% to 75%). Reporting levels suggest Victim Satisfaction levels are returning to a level similar to those reported in Q1 (76%). Satisfaction with 'Follow up and overall service' has remained unchanged for Q3. The Force experienced an increase in 'Those who would recommend reporting crimes in the future'; from 69% to 76%. Whilst people are generally satisfied there remain an opportunity for improvement.

Priority 5: Priority: Local Policing						
MEASURE	Q4 2020-21	Q1 2021-22	Q2 2021-22	Q3 2021-22	Q4 2021-22	TREND
Overall Assessment	Satisfactory	Satisfactory	Satisfactory	Satisfactory	-	
Measure 5.1- Road's policing - a reduction in the percentage of people who are surveyed who consider road safety issues a priority in the City of London	Requires Action	REPORTED ANNUALLY as part of Community Survey	REPORTED ANNUALLY as part of Community Survey	Satisfactory	-	
Measure 5.2- Antisocial Behaviour- a reduction in the percentage of people who are surveyed who consider ASB a priority in the City of London	Requires Action	REPORTED ANNUALLY as part of Community Survey	REPORTED ANNUALLY as part of Community Survey	Satisfactory	-	
Measure 5.3- The public order measure- an increase in the number of positive outcomes following arrests resulting from public order incidents	Satisfactory	Close Monitoring	Close Monitoring	Close Monitoring	-	
Measure 5.4- The vulnerability measure - an increase in the use of the national vulnerability framework to identify those who are vulnerable so that they receive an appropriate level of service	Satisfactory	Satisfactory	Satisfactory	Satisfactory	-	

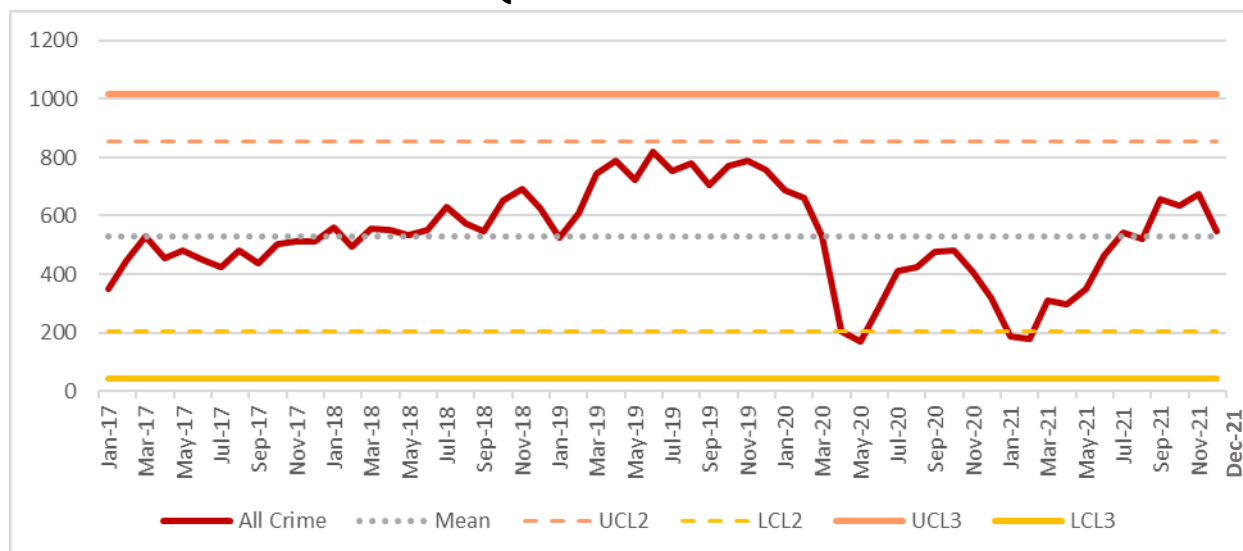
There are four measures under the Local Policing priority.

- The first measure for roads policing is reported as **Satisfactory**. Overall, this year 4.7% of the Community Survey respondents; consider road safety as a key issue. This reports over a **30% decrease**; down from 36% last year. Again, important to note the impact of Covid-19; and the Force's shift to conducting the Community Survey solely on-line.
- The second measure relates to whether people perceive Anti-Social Behaviour as a high priority; the response was **Satisfactory** following a reduction this year. In the current survey 11 people (6.3%) identified ASB as their top priority for the Force to tackle, while 42 respondents (12%) placed ASB within the next two highest priorities. Overall, 9.1% of respondents raised ASB as a high priority for the Force, a decrease of 32% from the 43% established as a baseline last year.
- The third measure 'An increase in the number of positive outcomes following arrests resulting from public order incidents'; is reported as Close Monitoring. The Positive Outcome rate for the year to date is 20%; which is a decrease from 33% last year. This level is similar to the Force's baseline levels for 2019/20 (23%).
- The fourth measure reports **an increase** in the use of the National Vulnerability Framework; is reported as **Satisfactory**. Levels of Adult Referrals have **increased significantly** compared to the previous 2 years; whilst Child Referrals have **increased notably** compared to 2020/21.

The data supporting those measures shown as 'Close Monitoring' or 'Requires Action' is contained within Appendix A.

3.1 Key Data

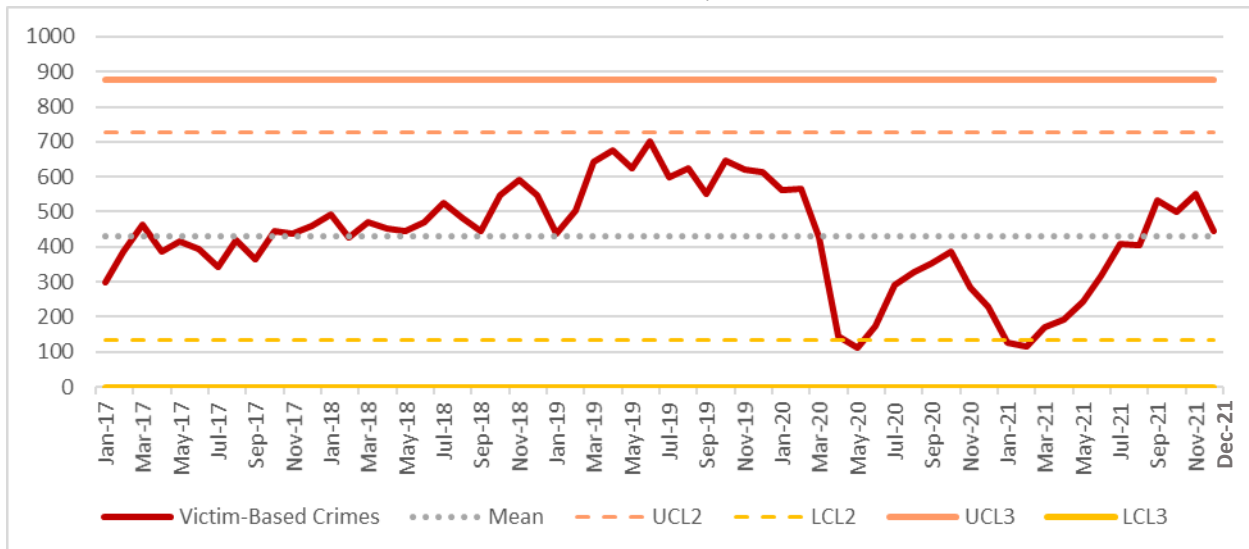
3.2 All Crime at end of Q3 2021-22 - Five Year Trend.



A total of 1860 crimes were recorded during Q3, **an 8% (n=+139) increase** from the 1721 offences recorded in Q2. This increase is not as sharp as reported during the previous quarter; with levels from September to November being similar and precede a decrease in December. Compared to the Force's 2019/20 baseline there is a **significant reduction of -32%** (n=-2158). When compared to last year to date the Force is experiencing an increase of 48% (n=1510). This increase is accounted for given a greater proportion of

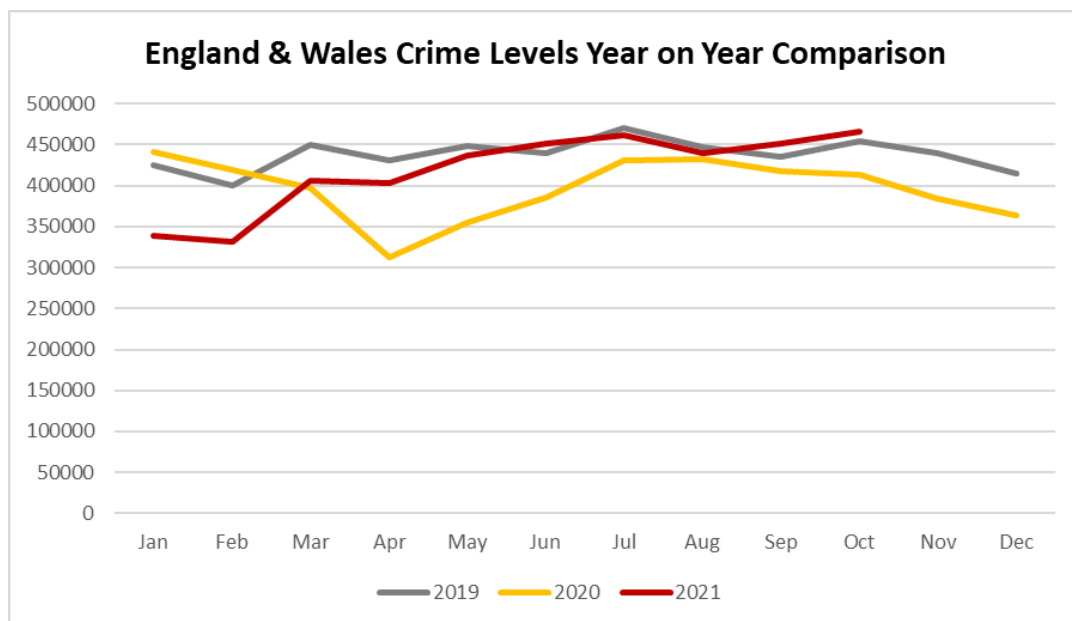
the 20/21 reporting year was impacted by Covid-19 lockdown restrictions. The Force is forecasting that the End of Year crime total will be in the region of 6,000 crimes reported; which is similar to levels last reported during 2017/18. This forecast may change as crime levels since September have been significantly higher than the previous forecasted period. Should these increased levels continue a revised end of year forecast is expected to be in the region of 6,500 reports.

3.3 Victim Based Crimes at end of Q3 2021-22 - Five Year Trend.



There were 1495 Victim Based Crimes recorded across Q3, an **11% increase** from the 1346 offences recorded in Q2; notably higher than the All Crime rise. There has been a 4% increase for the rolling 12-month period (n=-1389) but as with All Crime reports; current levels remain lower than the 2019/20 baseline; with a **reduction of -36%** (n=-2032). When compared to last year we are seeing an increase of 56% (n=1294); recognising that 20/21 figures were significantly impacted by national lockdowns.

3.4 National Comparison.

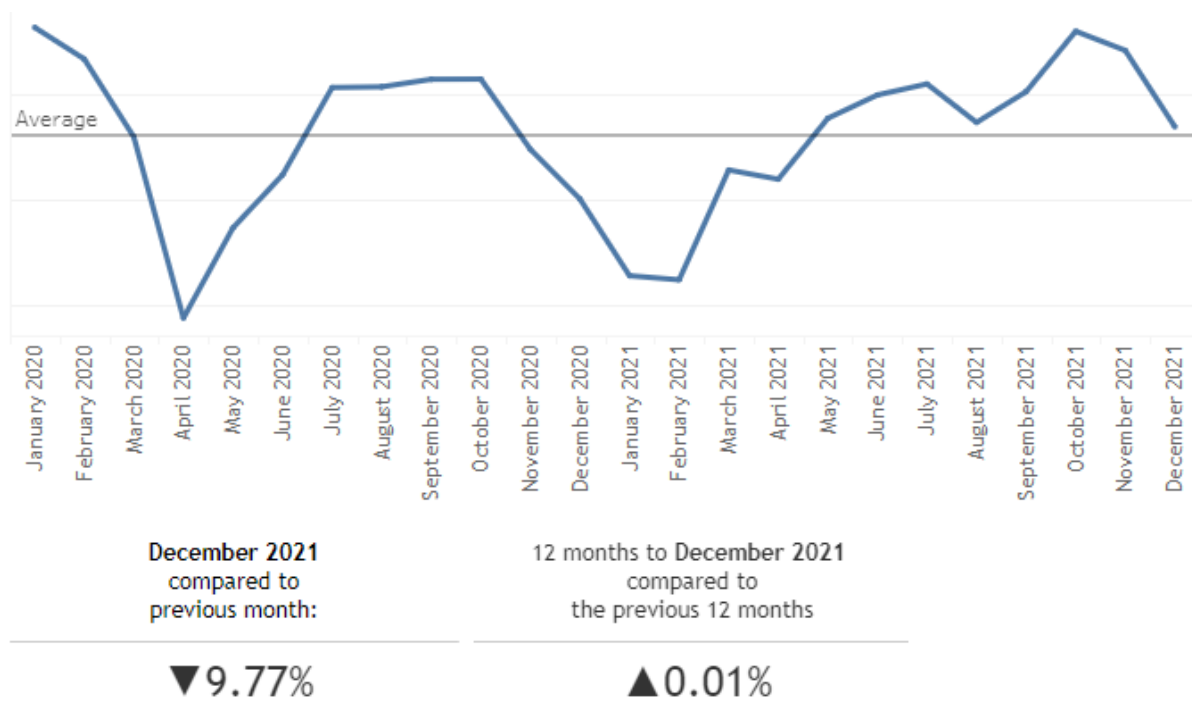


The most recently published data for crime nationally is available to the end of October 2021. Comparing the rolling 12-month figures to this point, a **1.5% increase** in All Crime was reported across England and Wales; with 27 forces reporting an overall decrease.

Nationally the increase in All Crime has not been as sharp as that seen in the City, but the national decrease in April/May 2020 was also not as extreme. There is a noticeable increase nationally from August to October; the period when the City saw the sharpest increases. The two of months of September and October reported nationally have returned to the similar crime levels to 2019. The City has not yet returned to 2019 levels; but is expected to follow a similar track of change.

Across all forces nationally as of the end of October the City of London Police continued to report the **highest reduction in All Crime reports**. The Force is also currently ranked **1st** out of 43 Forces for the **rolling 12 months (-16%)**; a more meaningful indication of changing crime performance. The Force's national performance has been consistent for the past **16 months**. The Force's nearest performing Force is Staffordshire Police; who are currently ranked 2nd with a decrease of 10%.

3.5 MPS Comparison.



The MPS All Crime performance by rolling 12 months to end December 2021 is roughly the same as the previous 12 months. The City by comparison reports an **increase of 6%** for the same period. MPS crime levels followed a very similar pattern to that in the City between April 2020 and early 2021; reporting similar peaks and troughs based on lockdown restrictions and easings. However, the City saw a sharper and more consistent increase between May to November 2021. Both forces have returned to near average levels of reporting during December 2021.

3.6 Conclusion

The results for Q3 2021-22 Policing Plan Measures Report demonstrate no notable areas of major concern. None of the measures report variation that is significantly outside existing performance levels.

The **Economic Crime** and **Counter Terrorism** Priority areas both remain at **Close Monitoring**; whilst **Local Policing** overall performance has improved to **Satisfactory** from Close Monitoring.

The previous year has demonstrated the exceptional impact the Covid-19 pandemic; which continues to have impact across all areas of Force performance.

The Force is beginning to see the indications of activity and performance return to similar levels; as those being reported before the pandemic.

The Force recognises the need to be alive to the challenges and is making reference to the changing nature of the City at Force Tasking and Coordination Group; as well as monitoring emerging performance issues via the Force's Performance Management Group.

Appendix A

1. Performance Summary

Priority	Q4 2020-21	Q1 2021-22	Q2 2021-22	Q3 2021-22	Q4 2021-22	Trend
Economic & Cyber Crime	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	-	➡
Counter Terrorism	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	-	➡
Serious Organised Crime	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	-	➡
Violent & Acquisitive Crime	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	-	➡
Local Policing	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	SATISFACTORY	-	⬆

Assessment Criteria

SATISFACTORY: All measures within category report this assessment or only one measure within category reports Close Monitoring.

CLOSE MONITORING: Two or more measures report as Close Monitoring, where two or more report as Requires Action should the number of measures dictate the below assessment will be used.

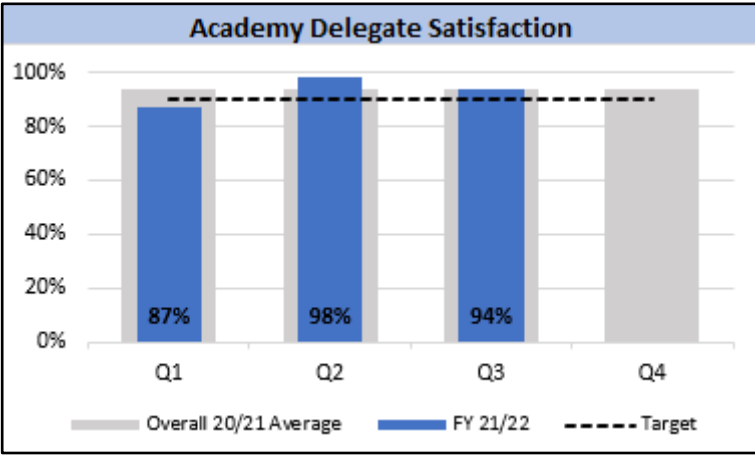
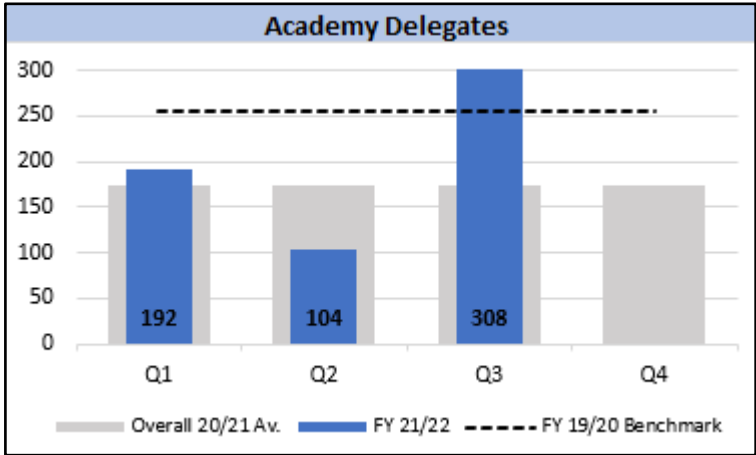
REQUIRES ACTION: Two or more measures within this category report Requires Action.

2. Measures shown as ‘Close Monitoring’ or ‘Requires Action’

PRIORITY: ECONOMIC & CYBER CRIME		Assessment	REQUIRES ACTION																								
Measure of Success	The number of judicial outcomes recorded by policing is increased.																										
Aim/Rationale	The National Lead Force seeks to promote the investigation of fraud across policing and support forces to achieve success in this area. It is one of our key outcomes to show that Fraudsters operating nationally are identified and their offending is being disrupted an increase in judicial outcomes for policing will be key to this. A drop on judicial outcome levels from policing will allow us to target our engagement to understand why and work with partners and policing to try and address this although not completely with CoLP's influence.																										
Reason for Assessment	SATISFACTORY: The volume of judicial outcomes is greater than or equal to the average level in 2020/21. CLOSE MONITORING: The volume of judicial outcomes is greater than 90% of the average level in 2020/21 but not equal to or exceeding it. REQUIRES ACTION: The volume of judicial outcomes is less than 90% of the average level in 2020/21.																										
Current Position																											
<div><div><p>Total Judicial Outcomes Reported by All Forces</p><table><tr><th>Category</th><th>Value</th></tr><tr><td>FY 20/21</td><td>7,495</td></tr><tr><td>FYTD 21/22 (Q1)</td><td>1,412</td></tr><tr><td>FYTD 21/22 (Q2)</td><td>1,887</td></tr><tr><td>FYTD 21/22 (Q3)</td><td>1,468</td></tr><tr><td>Qtrly Benchmark</td><td>~5,500</td></tr></table></div><div><p>Judicial Outcomes Recorded by CoLP</p><table><tr><th>Category</th><th>Value</th></tr><tr><td>FY 20/21</td><td>901</td></tr><tr><td>FYTD 21/22 (Q1)</td><td>35</td></tr><tr><td>FYTD 21/22 (Q2)</td><td>462</td></tr><tr><td>FYTD 21/22 (Q3)</td><td>32</td></tr><tr><td>Qtrly Benchmark</td><td>~650</td></tr></table></div></div> <p>The number of judicial outcomes recorded both nationally and by CoLP against economic, cyber and fraud crimes decreased this quarter, most notably for CoLP after an exceptional quarter in Q2. Both areas are below the quarterly benchmarks when compared to last year's figures.</p>				Category	Value	FY 20/21	7,495	FYTD 21/22 (Q1)	1,412	FYTD 21/22 (Q2)	1,887	FYTD 21/22 (Q3)	1,468	Qtrly Benchmark	~5,500	Category	Value	FY 20/21	901	FYTD 21/22 (Q1)	35	FYTD 21/22 (Q2)	462	FYTD 21/22 (Q3)	32	Qtrly Benchmark	~650
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PRIORITY: ECONOMIC & CYBER CRIME		Assessment	CLOSE MONITORING
Measure of Success	Economic Crime Academy delegate training numbers are sustained with 90% satisfaction rate.		
Aim/Rationale	City of London Police provides economic crime investigation training to policing, government and the private sector through its Economic Crime Academy. It is responsible for identifying, developing, and disseminating good practice to ensure that policing has the capability to successfully investigate fraud, sustaining delegate numbers is important for that purpose. The satisfaction rate for delegates allows the academy to assess its courses and improve the services it offers. With the academy being affected significantly by Covid-19 in 2020/21 this measure is being compared with 2019/20 to create a better measure of success.		
Reason for Assessment	SATISFACTORY: Delegate training numbers are sustained at 2019/20 average levels and delegate satisfaction through surveys is at least 90% CLOSE MONITORING: Delegate training numbers are less than 95% of 19/20 average levels or delegate satisfaction is less than 87%. REQUIRES ACTION: Delegate training numbers are less than 95% of 19/20 average levels and delegate satisfaction is less than 87%.		

Current Position



The above graphs do not currently include December figures but the figures for October and November look promising with a significant increase in delegates trained and satisfaction levels remaining above 90%, there is the potential that with December's figures included and if this performance is maintained the measure could move to Satisfactory before year end.

PRIORITY: COUNTERING TERRORISM		Assessment	REQUIRES ACTION
Measure of Success	An increased percentage of people who are surveyed who feel the City of London Police are prepared to respond to a terrorist attack.		
Aim/Rationale	Each year the Force undertakes a community survey seeking views of residents, workers and visitors to the City. 2020/21 was a benchmark year for a new question to determine how the public feel about the Force preparedness to deal with a terrorist attack within the City. This will be informed by the communications, activity and partnerships the Force has within the City so that the public judge the competence of the Force based on the perception formed with the interactions with and information provided by the Force.		
Reason for Assessment	SATISFACTORY: An increase of maintenance of percentage of the public surveyed who feel the City of London Police are prepared to respond to a terrorist attack compared to the baseline of 94% established in 2020/21. CLOSE MONITORING: A decrease of up to 5% in the percentage of the public who feel the City of London Police are prepared to respond to a terrorist attack against the baseline set in 2020/21. REQUIRES ACTION: A 5% or more decrease in the percentage of the public who feel the City of London Police are prepared to respond to a terrorist attack against the baseline set in 2020/21		
Current Position			
Baseline: The Community survey in 2020/21 set a baseline of 94% for this measure.			
<p>This year 70 respondents were very confident and 68 were fairly confident that the Force would respond effectively to a terrorist incident. This reflected as 79% of respondents. This has decreased the perception by 15% compared to the response received last year. This may be explained by the significant change in response group moving from residents to workers.</p> <p>Upon reviewing these responses there are anecdotal themes around resourcing, visibility, previous negative experience with the Force etc that influence this perception along with the perception that terrorism is unpredictable, and the Force can't deal with this nature.</p> <p>The Force has effectively, in the last few years, responded to a number of terrorist attacks within the City including London Bridge and Fishmongers Hall. However, these has not been an incident within the City for around two years, this may impact the public's understanding and feeling of protection.</p> <p>As a result of this feedback a recommendation has been put forward to review the Force activity to see if greater visibility or promotion can be achieved around Counter Terrorism activity which is always ongoing in terms of policing deployments and briefings to City businesses and residents.</p>			

PRIORITY: COUNTERING TERRORISM		Assessment	CLOSE MONITORING
Measure of Success	An increased percentage of Project Servator stops that result in a positive outcome.		
Aim/Rationale	Project Servator is a suite of tactics employed by the Force to counter terrorist related activity. Part of the success of these tactics is the training of officers to recognise behaviour and target stop and search to individuals exhibiting behavioural traits that draw their attention. The Force aims to improve on the success of the training and deployment of project Servator trained officers and a measure of this success will be the increase in positive outcomes from the stopping and searching of individuals that draw attention to themselves through behavioural profiling.		
Reason for Assessment	SATISFACTORY: An increase in the percentage of positive outcomes from the level achieved in 2020/21. CLOSE MONITORING: The positive outcome level is within 5% of the level achieved in 2020/21. REQUIRES ACTION: Positive outcomes are more than 5% less than the level achieved in 2020/21		
Current Position			

PROJECT SERVATOR STATS 2020/21													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
Stop and Search	N/A	0	2	23	13	23	6	6	10	2	5	20	110
Positive Stop & Searches	N/A	0	2	15	11	12	5	3	7	0	1	13	69
Arrests	N/A	0	2	13	10	11	6	5	9	1	3	4	64
Stop Search Positive Outcome Rate	N/A	N/A	100%	65%	85%	52%	83%	50%	70%	0	20%	65%	63%

PROJECT SERVATOR STATS 2021/22													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
Stop and Search	20	28	33	21	14	11	10	7	42				186
Positive Stop & Searches	9	13	21	13	7	8	9	4	32				116
Arrests	5	6	11	10	4	3	5	3	17				64
Stop Search Positive Outcome Rate	45%	46%	64%	62%	50%	73%	90%	57%	76%				62%

Project Servator utilises a suite of tactics with Stop & Search being the final resolution of several engagement activities. Before a Stop & Search is conducted an officer will undertake a Resolution Conversation as part of the tactics utilised to ascertain if a Stop & Search will be required, the number of these conversations undertaken each month this financial year is as follows; April: 603, May: 672, June: 625, July: 613, August: 365, September: 183, October: 266, November: 226, December: 369.

Currently the positive stop and search rate sits at 62% an increase (+6%) from last quarter. This is currently sitting just 1% below the 2020/21 rate and 4% below 2019/20, it is however still a very impressive positive outcome rate, there is no national comparator for all positive outcomes but the latest national arrest rate from stop search was just 13%. We are also seeing the number of Project Servator stops increasing year on year and maintaining a similar positive outcome rate in light of those increase hopefully demonstrates some good practice.

The positive Stop & Search rate for 2019/20 was 67%, out of 66 Stop and Searches 44 were positive.
The positive Stop & Search rate for 2020/21 was 63%, out of 110 Stop and Searches 69 were positive.

PRIORITY: LOCAL POLICING		Assessment	CLOSE MONITORING
Measure of Success	Public order - an increase in the number of positive outcomes following arrests resulting from public order incidents		
AIM/RATIONALE	The Force undertakes an annual survey of its community to identify the main priorities perceived by the public. Public Order is part of the areas of concern. A success in Force activities with our partners will be the perception of the public that the City is safe to live in, work in and visit. We will therefore look at the reduction in the percentage of people who perceive public order as an issue as a success in the tactics and policing activities undertaken by the Force to ensure City is a safe environment to be in. This will also protect the right of the public to undertake organised protest within the City and show how the Force is effectively policing protest in order to minimise disruption and protect the public while maintaining the right to peaceful and lawful protest.		
Reason for Assessment	SATISFACTORY: Increase in sanctioned detections and positive outcomes combined compared to the level reported in 2020/21. CLOSE MONITORING: Reduction in number of sanctioned detections and positive outcomes combined by up to 5% of the level achieved in 2020/21. REQUIRES ACTION: A reduction of over 5% in the number of sanctioned detections and positive outcomes combined compared to the level achieved in 2020/21.		
Current Position			
<p>2020/21 Performance FYTD Number Public Order offences for Q1 – Q3: 195. Number of positive outcomes for public order offences: 59 equating to 30% End of Year Positive Outcome Rate: 33%</p> <p>2021/22 Performance FYTD Number of Public Order offences for Q1 – Q3: 415 Number of positive outcomes for public order offences: 84 equating to 20%</p> <p>Whilst the number of positive outcomes has increased compared to 2020/21 the number of offences has also increased significantly meaning the outcome rate is reduced. The 20% positive outcome rate for the current year to date however is similar to the end of year figure of 23% from 2019/20 that may be a more reliable baseline given the unusual circumstances of last year. For this reason, this measure has been held at close monitoring and not requires action.</p>			

Committee: Strategic Planning & Performance (Police) Committee	Dated: 07/02/2021
Subject: Force's Performance against the Government's National Priorities for Policing – 3rd Quarter Statement (end of December 2021)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Town Clerk	For Information
Report author: Alex Orme, Head of Police Authority Team/Rob Atkin, Chief Superintendent HQ Directorate	

Summary

The Home Office requires the Police Authority to publish information (a quarterly statement) on our website about the City of London Police's performance against the Government's national priorities for policing .

This is our third quarterly performance statement (Appendix A) which provides an update on the contribution the City of London Police is making in achieving improvements against the national priorities for policing. The statement (as at the end of December 2021) is being presented to Committee for comment, before being placed on the Police Authority website.

Recommendations

Members are asked to note the national priorities for policing performance statement – as at the end of December 2021 (Appendix A)

Main Report

Background

1. Police and Crime Commissioners (PCCs) are required to publish certain information to allow the public to hold them to account. Section 11(1) and (2) of the Police Reform and Social Responsibility Act 2011 requires an elected local policing body to publish any information specified by the Secretary of State by order. The Elected Local Policing Bodies (Specified Information) Order 2011 ('the Order') sets out the information that must be published.

2. On 6 May 2021 (PCC elections day), the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021 was laid in Parliament and came into force on 31st May 2021. The Order amended the 2011 Order, and requires PCCs/PFCCs and Mayors to publish additional information to that required under the 2011 Order. The additional information requested is a statement of the force's performance against the Government's national priorities for policing, HMICFRS performance reports on the force, and complaint handling. The 2021 amendment also requires the published information to be in a prominent place on the PCC's website.
3. These amendments to the Specified Information Order are in response to the findings and conclusions from Part One of the Home Office's PCC Review, specifically that more was needed to be done to improve the public's understanding of a PCC's role and their record on crime; thereby improving transparency and democratic accountability.
4. PCC's are therefore now required to produce a quarterly statement outlining the contribution the City of London Police is making in achieving improvements against the national priorities for policing. These priorities are as follows:
 - reduce murder and other homicide
 - reduce serious violence
 - disrupt drugs supply and county lines
 - reduce neighbourhood crime
 - tackle cyber crime
 - and improve satisfaction among victims, with a particular focus on victims of domestic abuse.
5. These priorities will be kept under review and further crime types may be added in the future. The intention of these priorities is to complement existing local priorities set out in PCCs' Local Police and Crime Plans. Each force has a key role in supporting the priorities, so that collectively the Home Office can see real improvements in outcomes over the four years from the baseline of June 2019.
6. Accountability for performance against these national measures will be via the Crime and Policing Performance Board (CPPB), sitting underneath the National Policing Board (although democratic and local accountability will come from PCCs explaining to the public how their force is performing against the measures). The CPPB will monitor the data on a quarterly basis, "seeking to understand the trends and drive real improvements in outcomes over the next three to four years, against a baseline of June 2019. Success against the measures will be judged on a national level; their introduction does not represent a return to force-level numerical targets. But the National Policing Board (NPB) will continue to refer to local proxy measures in a diagnostic capacity, seeking to identify good practice and provide support and challenge to forces.

Current Position

7. The Police Authority Team working with the Force produced the first quarterly performance statement (as at the end of July 2021) and it was presented to the Strategic Planning and Performance Committee for comment in September

2021. The second quarterly performance update (as at the end of September 2021) went to the November 2021 Committee.

8. The third quarterly performance update (as at the end of December 2021) is being presented to this Committee for comment, before being published on the Police Authority website.

Consultees

Officers of the City of London Police have been consulted on and contributed to the development of the latest Force Performance Statement (Appendix A).

Conclusion

9. The Government believes that these performance measures for policing outcomes will help focus effort on key national priorities and help to demonstrate value for money in policing.
10. The Government has been clear that we must achieve significant reductions in crime and restore the public's confidence in the criminal justice system. These measures are intended as an effective and nuanced way to focus police effort towards meeting these over-arching goals.

Appendices

Appendix A – 3rd Quarter Statement (as at the end of December 2021)- Force's Performance against the Government's National Priorities for Policing - Specified Information (Amendment) Order 2021

Alex Orme

Police Authority Team
Town Clerk's

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Force Delivery of National Priorities for Policing

Third Quarterly Statement – as at the end of December 2021

Background

The update provides a quarterly statement on the contribution City of London Police is making in achieving improvements against the national priorities for policing. These priorities are as follows:

- a) Reduce murder and other homicide.
- b) Reduce serious violence.
- c) Disrupt drugs supply and county lines.
- d) Reduce neighbourhood crime.
- e) Tackle cyber-crime.
- f) Improve satisfaction among victims with a particular focus on victims of domestic abuse.

Each force has a key role in supporting the delivery of these priorities, which the Home Office are establishing in order to track collective improvements in outcomes applying a baseline from the 2019/20 financial year.

These National Crime and Policing Measures help focus the Force and its partners on key national priorities, allow performance to be measured and help to demonstrate value for money in policing. The Government has been clear that policing must achieve significant reductions in crime and restore the public's confidence in the criminal justice system.

Overview of Force Performance (as at the end of December 2021)

The City of London Police are making tangible progress in delivery of the National Crime and Policing Priorities. The Force has strategies, processes and mechanisms in place to address any potential reductions in performance.

The commentary below provides an overview of how the Force is working to reduce or manage harm within the six priority areas and drive Force performance and ensure continuous improvement.

Reduce Murder and Other Homicide:

National Metrics.

Homicides - CoLP Homicides = 0 reports in reporting period

The current position (as at the end of December 2021) and the steps being taken to reduce or manage harm and maintain and drive performance:

There have been zero homicides during the reporting period.

The Force has a range of multi-agency plans and responses which concentrate on reducing violence occurrences in the night time economy and in preventing domestic violence. These mechanisms are highly responsive, and resources can be flexed to challenge increases in certain crime types, including trends of violence or disorder. This works to prevent crime and therefore reduce the likelihood of a homicide in the City.

In terms of London as a whole, the City of London Police works in partnership with the Metropolitan Police Service (MPS) in reducing serious violence through the coordination of assets (e.g., working with the Violent Crime Task Force); targeting known offenders on our borders.

Reduce Serious Violence:

National Metrics.

Hospital admissions of under 25s for assault with a sharp object – CoLP incidents where a hospital admission of an u25s for assault with a sharp object = 0 (last 12 months to September 2021).

Offences involving discharge of a firearm - CoLP Offences involving discharge of a firearm = Nil.

The current position (as at the end of December 2021) and the steps being taken to reduce or manage harm and maintain and drive performance

Historically the COLP has had very few serious violence incidents that fit the national criteria. Most serious assaults are the result of physical altercations or violent disorder without weapons, usually linked to the night-time economy. The City of London have very low occurrences of serious youth violence

Whilst no firearms have been discharged in the City in this quarter there have been two occurrences of BB guns being used; during an ongoing nuisance complaint.

The City has a well-established Community Safety Plan, preventative programs being run in schools and cross border work with the MPS and British Transport Police (BTP) – with joint operations to reduce and tackle violence and combat criminality. This includes work to

combat cross border gang activity and targeted, intelligence led use of stop and search specifically relating to weapon carriage.

There is extensive partnership work with licensees and the Corporation of London to ensure problem locations and offenders are well managed; coupled with priority patrolling of areas linked to higher violence.

The COLP Tactical Firearms Group routinely patrol in high footfall, iconic sites, and other priority locations to prevent and deter. Project Servator has also been highly successful in deterring firearms and serious violence in the force area.

Community policing work with the local community to provide reassurance and monitor any community tension/gang violence/escalation.

As a result, when a serious violence offence occurs, the Force can respond effectively to secure positive outcomes.

For Quarter Three in November and December 2021 the Force launched it's Christmas campaign, a dedicated policing operation running to keep people safe during the busy festive period. This ran across Thursday, Friday and Saturday evenings from the 26th November and throughout December increasing high visibility patrols across the City, police presence at multiagency Night Hubs, working with local business and licensed premises to provide prevention advice and promote campaigns such as 'Ask for Angela and joint patrols with the MPS and BTP as part of the 'Safer Together' campaign.

The campaign realised an 8% reduction in Violence Against The Person offences, a 10% reduction in sexual offences and a 17% reduction in public order offences (compared to the equivalent time period prior to the campaign).

Disrupt drugs supply and county lines:

National Metrics.

Drug-related homicide - CoLP Drug-related homicide = Nil

Police referrals into drug treatment - CoLP Police referrals into drug treatment = 13 persons from October to December.

The current position (as at the end of December 2021) and the steps being taken to reduce or manage harm and maintain and drive performance.

Drugs are seen currently as a moderate threat by the Force and therefore, an area that requires '*a focus on enforcement with an element of intervention*'. CoLP was subject of the National County Lines Coordination Centre peer review in November 2019. The review concluded that the Force's response is good and acknowledged that the Force does not suffer from county lines in the way other forces do, noting the Force was an 'importer of drugs' rather than an exporter.

The Force acknowledges that there may be a traversing element to this threat; with individuals passing through the City alongside a vulnerability element for people being coerced into this type of behaviour. CoLP has multiple strands of work tackling drug crime in the City and further afield, including County Lines and Modern Slavery and Human Trafficking (MSHT). A reconfigured 'Drugs Squad' is working with City and regional partners to disrupt the illegal drug supply network, deter and dissuade Organised Crime Groups operating within the City and significantly reduce the supply of illegal drugs.

CoLP form part of a coordinated pan-London and UK approach to enforcement and other interventions in respect of County lines drug supply. CoLP officers take part in the County Lines intensification weeks where hotspots are identified and in partnership with BTP and the MPS transport hubs policed to intercept those involved. CoLP officers have undertaken specific continual professional development alongside BTP and MPS officers specifically to be able to recognise and deal more effectively with this problem. The Force is working to collate and monitor the number of county lines and modern slavery operations its conducts; in order to develop a baseline.

COLP actively participates in Modern Slavery and County Lines intensification activity identifying potential victims of slavery and sexual exploitation (that are linked to drug abuse and county lines). This is through Operation Aidant - a multi-agency operation to tackle modern slavery and human trafficking led by the National Crime Agency (NCA) with targeted partnership working with BTP at our transport hubs.

CoLP work with a range of partners to ensure those with drug related offending are offered the appropriate referral with our partners to reduce / stop offending.

Reduce Neighbourhood Crime:

National Metrics.

Burglary, robbery, theft of and from a vehicle, theft from a person – the two tables below illustrate the crime figures from the Force and Home Office directed baseline for 2019/20. They compare crime levels on both a monthly and 12 monthly basis.

Reduce Neighbourhood Crime - Summary Table December 2019 (Baseline) to December 2021:

	Dec-19	Dec-21	Change Monthly	Direction
Burglary	29	24	-17%	↓
Robbery	14	8	-43%	↓
Theft of Motor Vehicle	4	11	175%	↑
Theft from Motor Vehicle	20	7	-65%	↓
Theft Person	90	73	-19%	↓

Reduce Neighbourhood Crime Summary Table 12 months to December 2019 compared to 12 months to December 2021.

	January- December 2019	January - December 2021	Change Yearly	Direction
Burglary	343	181	-47%	↓
Robbery	168	106	-37%	↓
Theft of Motor Vehicle	35	47	34%	↑
Theft from Motor Vehicle	150	121	-19%	↓
Theft Person	830	632	-24%	↓

The current position (as at the end of December 2021) and the steps being taken to reduce or manage harm and maintain and drive performance.

Neighbourhood crime has seen significant reductions when comparing the baseline to current performance. Even when taking account of the COVID pandemic, the Force is performing well. There has been an increase in Theft of Motor Vehicle offences, but steps are being taken to address this.

Nationally, when looking at All Crime, the City Of London Police has had the greatest decrease of any Force area in the country for 16 consecutive months; as at the latest available national data which reports to the end of October 2021.

The Force has a comprehensive plan in place to target offenders and support victims of theft and robbery offences; and has worked effectively with Operation Venice over the past year (An MPS operation targeting moped/bicycle enabled crime). Actions taken by the Force to address the recent spike in robbery include increased resources; both uniform and plain clothes deployments. Extensive work is undertaken with the MPS on our borders, sharing intelligence, joint operations and relentlessly targeting known offenders. This has resulted in several arrests of offender in the process of committing crime.

Notable activity for Quarter 3 includes the Christmas campaign, and in relation to neighbourhood crimes when comparing the previous 7 week period with the period of operational activity a 40% (n=79 fewer) reduction in theft offences were reported. A particular improvement was reported in relation to those thefts reported from licensed premises (n=39 fewer); and a 63% (n=5 fewer) decrease in reports of robbery.

Tackle Cyber-Crime

National Metrics.

Confidence in the law enforcement response to cyber crime- The City Cyber Crime Unit (CCU) consistently achieves the National Key Performance Indicator (KPI) of investigating 100% of reported Cyber Crime.

Percentage of businesses experiencing a cyber breach or attack – The Force does not currently hold information on this measure that would be robust or meaningful. The Home Office are developing a national measure for this area.

The current position (as at the end of December 2021) and the steps being taken to reduce or manage harm and maintain and drive performance.

The City Cyber Crime Unit (CCU) consistently meets the National KPI of investigating 100% of reported Cyber Crime. Our CCU works closely with the national programme to develop resilience, capability, and expertise in this specialist area of investigation.

The Unit is a nationally recognised Centre of Excellence via Cyber Griffin - a community-focused programme which has continued during the national lockdowns helping businesses in the Square Mile tackle cyber criminality. The Cyber Griffin programme was created in 2018 with the aim of protecting the Square Mile from cyber criminality. This team offer advisory and training services to small to medium-sized enterprises (SMEs) through to multi-national organisations.

It is recognised across policing that cybercrime is a significant threat to the UK as a whole and that policing is striving to keep pace with both the increase in demand and complexity. COLP are the National Police Chiefs Council lead for cybercrime and are working to support Regional and National Partners. The CoLP operate to a regional partnership model in London with the MPS and BTP; which continues to develop and grow collaboratively.

Improve satisfaction among victims with a particular focus on victims of domestic abuse:

National Metrics.

Satisfaction with the police among victims of domestic abuse – The surveys of Domestic Abuse (DA) victims went on hold during both lockdowns; due to the increased safety risk related to contacting victims (this step was taken in line with national guidance).

Victim satisfaction with the police – see the table below

Victim Satisfaction with Police 12 Months to End of December 2021.

Treatment: 75% Satisfied	Follow Up: 62% Satisfied
Overall Service: 62% Satisfied	Would Recommend in Future: 76%

The current position (as at the end of December 2021) and the steps being taken to reduce or manage harm and maintain and drive performance.

The above results were reported from a small sample size (82); representing an 8% response rate from just under 1,000 surveys sent. Whilst a 10% response rate is considered welcome in some sectors work is ongoing to improve engagement. A proposal is being considered by

the Force which applies a range of different methods and channels to survey victims of crime; in order to provide deeper insights and improve our services.

The Force forecast for the reporting year end is encouraging; and the impact of easing of lockdown restrictions continues to be closely monitored. There remain opportunities to improve victim satisfaction and engagement with communities. The overall Force assessment at this time is Satisfactory; with no major issues of concern.

COVID-19 saw a reduction in the number of reported domestic abuse crimes during lockdown. The Force has continued to invest in this area and developed several initiatives including a 'Spotting the Signs' toolkit for employers and a 'Hidden Harms' Campaign. These are designed to maintain engagement with the community, encourage reporting and ensure appropriate support is signposted and accessible.

Engagement work continues with City businesses to encourage reporting, support workers, and raise awareness with employers. The Public Protection Unit (PPU) have published a digital newsletter for hotels which focuses on vulnerability strands. The first edition explored Domestic Abuse and how staff can protect customers; and what to look out for when hotels reopen to the public. There is a clear link to heightening awareness and tackling sexual violence / Violence Against Women and Girls (VAWG). The newsletter will continue and the VAWG strand will run through each edition.

Committee(s): Strategic Planning and Performance Committee	Dated: 7 February 2022
Subject: Proposed Policing Plan Measures 2022-23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 08-22	For Information
Report author: Director of Analysis & Data, COLP HQ	

Summary

Attached are the proposed Policing Plan measures for 2022-23. They are presented to the Strategic Planning and Performance Committee for information.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. This paper and the attached Appendix detail the Force's proposed Policing Plan for Operational and Organisation Measures; for 2022/23 reporting year. It supported the measures will replace the current Policing Plan Measures for 2021/22; effective from 1st April 2022.
2. The plan is a legislative requirement under the Police Act 1996 (s.37A); which requires the Police Authority to issue, before the beginning of each financial year, a policing plan setting out:
 - The proposed arrangements for the policing of that area for the period of three years beginning with that year; and
 - Its policing objectives for the policing of its area and the discharge by the City of London Police of its national or international functions during that year.
3. The measures have been prepared by the City of London Police; but are owned and approved by the Police Authority.

The plan must have regard to:

- i. Any national strategic policing priorities stipulated by the Home Secretary. Such priorities are currently articulated by the *Strategic Policing Requirement*.
- ii. Government policy statements regarding reducing crime, addressing antisocial behaviour (ASB), supporting the vulnerable, accountability and value for money (s.6ZB).
- iii. Overview of finances and resources required to deliver the plan.

Current Position

4. The Force has developed proposed Policing Plan Measures for 2022/23 in-line with three operational policing priorities pillars. Where possible the Force has aimed to utilise national or regional metrics; in order to encourage improved Force alignment with national measures. In common with MOPAC (2021-2025 draft plan) the Force has sought to avoid setting numerical targets; which may lead to unintended consequences and unwanted behaviours.
5. The first operational measure is '*Keeping those who live, work and visit the City safe and feeling safe*'. Within this measure the Force is committing to prevent and tackle crime, from the most serious offences affecting the most vulnerable, including terrorism and violence against women and girls, through to lower-level crime that we know concerns our communities, such as anti-social behaviour.'
6. The second operational measure is to 'Protect the UK from the threat of fraud and cyber-crime'. The Force will lead the policing response to the threat from economic and cyber-crime, delivering on aims that are aligned to national fraud and cyber strategies.
7. The third operational measure refers to '*Putting the victim at the heart of everything we do*'. The Force will constantly improve the victim experience, from first contact, through to the end of the judicial process, focussing on positive outcomes for victims and bringing more offenders to justice.
8. The Force has also developed three Organisational Priorities to enable successful operational outcomes; delivery of which relies on '*Our People*', '*Our Resources*' and '*Efficiency and Effectiveness*'.
9. Within the '*Our People*' Priority the Force has committed to culture of inclusion to attract and retain diversity and talent. This will be underpinned by a proactive approach to wellbeing to ensure our people are engaged and supported. We will continue to develop leadership capabilities embedding a culture of empowerment, continuous learning, and improvement in all we do.
10. The Force has developed a '*Our Resources*' priority which will embrace new technologies to fight crime and improve victim experience. We will enhance our use of data and the digital capabilities in our workforce. We will continue to invest in estates infrastructure to ensure they are fit for modern policing and our fleet is able to meet the changing environment of the City.

11. A final priority focuses on '*Efficiency and Effectiveness*' where the organisation will ensure the efficient and effective use of our funding and resources to provide best value for money. We will work with a range of partners and sectors to reduce duplication and ensure the best outcomes for our communities and victims of crime.
12. As part of the proposed Policing Plan 2022-25 the Force has also re-affirms its three core Values of 'Professionalism, Integrity and Compassion'; securing and continuing to develop the organisation's culture.

Corporate & Strategic Implications –

Strategic implications – The Policing Plan Measures are designed to show how the City of London Police is performing against set priorities within the Plan. The Policing Plan supports the City of London Corporation aims to Contribute to a flourishing society no 1- People are safe and feel safe.

Financial implications- N/A to reporting on the Policing Plan measures

Resource implications-There is an impact on resourcing in terms of producing and collating the data for reporting against the measures, but this is part of BAU

Legal implications- The Police Authority is required to produce a Policing Plan in line with the requirements of The Police Act 1996.

Risk implications-There is always a risk involved in the collection and collation of data when there is reliance upon IT to collect and collate, this is mitigated as far as possible by ensuring systems and infrastructure are of the requisite standard.

Equalities implications – The Policing Plan measures do not adversely impact on the Forces compliance with our public Sector Equality Duty 2010 or on people protected by existing equality legislation – age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.

Climate implications- N/A

Security implications- N/A

Conclusion

13. The proposed Policing Plan Measures have been designed to show how the Force is performing in delivering on its priorities. These will be reported on a quarterly basis to the Strategic Planning and Performance Committee.

Appendices

- Appendix 1 – Draft Policing Plan Measures Detailed Overview for 2022/23.

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Appendix 1: Proposed Policing Plan Measures 2022/23.

The Force has brought the measures in-line with the three operational policing priorities pillars; as set out in the Policing Plan. Where possible the Force has aimed to utilise national or regional metrics; in order to encourage improved Force alignment with national measures. In common with MOPAC (2021-2025 draft plan) the Force has sought to avoid setting numerical targets; which may lead to unintended consequences and unwanted behaviours. This is likely to be the case with measures liable to change in the way they are recorded; and may create perverse incentives.

Operational Priorities.

Priority 1: Keep those who live, work and visit the City safe and feeling safe.			
Measure 1.1	Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.		
Aim/Rationale	Organised Crime Groups (OCGs) operate throughout the UK. It is the aim of the Force to disrupt their activities within the City by targeting the financial benefits and ability of groups to pursue criminality, within the Square Mile. To ensure an effective response to tackling the most serious and organised offenders, and associated crime, it is important that the level and type of disruptions of OCGs are sustained.		
Sub Measures	<ul style="list-style-type: none">• Number of Major Disruptions.• Number of Moderate Disruptions.• Number of Disruptions within highest quartile of harm scoring OCGs.		
Criteria for Assessment	SATISFACTORY: The volume of OCG disruptions is greater than or equal to the baseline in 2019/20; or should the overall number be lower that the percentage of major/moderate disruptions is higher. CLOSE MONITORING: The volume of OCG disruptions is greater than 70% of the baseline in 2019/20 but does not equal nor exceed it; and major/moderate disruptions are at a similar or lower level than the previous year. REQUIRES ACTION: The volume of OCG disruptions is less than 70% of the baseline in 2019/20; and there has only been a low proportion of major/moderate disruptions.		
Assessment		Direction of Travel	

Measure 1.2	Vigilance against terrorism by ‘planning, testing and exercising’ and ‘preparing and engaging’ businesses and communities to ensure the City is prepared to respond to terrorism.		
Aim/Rationale	To Force aims to work with partners to consider potential attack scenarios and responses to ensure we are prepared to respond to any future events and to build on learning from recent events to target harden the City where possible. The Force also aims to continue to educate industry staff and partners in terms of Counter Terrorism Protective Security Advice; to ensure suspicious activity is recognised and reported. Helping to keep everyone safe and create an improved intelligence picture.		
Sub Measures	<ul style="list-style-type: none">• Planning and Testing.<ul style="list-style-type: none">○ Number of events taking place or planned.○ Number of partners engaged with.○ Narrative on lessons learned/actions taken/preventative measures enacted.• Prepare and Engage.<ul style="list-style-type: none">○ Reach of Attendees.○ Number of online courses run/number of participants in online course.○ Operation Lightning reports.		
Criteria for Assessment	<p>SATISFACTORY: The volume of events taking place and the number of attendees and partners engaged with exceeds the 2019/20 baseline.</p> <p>CLOSE MONITORING: The volume of events taking place and the number of attendees and partners engaged similar (+/- 5%) to the 2019/20 baseline.</p> <p>REQUIRES ACTION: The volume of events taking place and the number of attendees and partners engaged are fewer than the 2019/20 baseline.</p>		
Assessment		Direction of Travel	

Measure 1.3	Improve current grading of good to outstanding in relation to the quality and effectiveness of locally delivered Project Servator community engagement and communications.		
Aim/Rationale	Project Servator is a suite of tactics employed by the Force to counter terrorist related activity. This is an externally graded qualitative evaluation of the effectiveness of Project Servator to ensure the tactics are being used consistently and effectively. The Force aims to improve the current grading and good practice of the training and deployment of Project Servator trained officers across the next year to fully reflect its role as national lead in this area.		
Sub Measures	<ul style="list-style-type: none"> • National Grading level • Number of Project Servator interactions with members of the public • Number of deployments. • Outcomes (Arrests made and Intelligence submitted). 		
Criteria for Assessment	SATISFACTORY: Levels of activity are similar to or exceed those from 2019/20; and confidence is high that Force grading will improve. CLOSE MONITORING: Levels of activity have fallen by 20% or more compared to 2019/20; but Force grading is likely to improve. REQUIRES ACTION: Levels of activity have fallen significantly, and the Force grading is unlikely to be maintained.		
Assessment		Direction of Travel	

Measure 1.4	Ensure Police make appropriate use of their powers to tackle and deter Anti-Social Behaviour.		
Aim/Rationale	One of the key areas of community concern identified in the City is Anti-Social Behaviour (ASB), the Force aims to respond to those calls that require attendance and where possible use the powers available to officers to deter or prevent further escalation or offences.		
Sub Measures	<ul style="list-style-type: none"> • Number of ASB calls received. • Number of ASB calls attended. • Number of CBOs Issued/Breached. • Number of CPN/CPWs Issued. • Number of Dispersal Orders used. 		
Criteria for Assessment	SATISFACTORY: The percentage of calls being attended is maintained and the use of orders to tackle ASB is increasing. CLOSE MONITORING: The percentage of calls being attended is maintained; but the use of orders to tackle ASB is decreasing. REQUIRES ACTION: Both the percentage of calls attended and the use of orders to tackle ASB are decreasing.		
Assessment		Direction of Travel	

Measure 1.5	Increase the number of positive outcomes from identified repeat offenders.		
Aim/Rationale	The Force aims to identify and bring to justice any offenders repeatedly committing crimes within the City to reduce their long-term impact on crime trends and volume; as well as reducing the harm these crimes cause.		
Sub Measures	<ul style="list-style-type: none"> • Number of repeat offenders in the last 12 months. • Number of crimes linked to repeat offenders in last 12 months. • Positive outcomes rate for repeat offenders in the last 12 months, • Narrative around any ongoing work around repeat offenders that may see an increase in recording; due to proactive police work 		
Criteria for Assessment	SATISFACTORY: The positive outcome rate for repeat offenders is increasing compared to the 2019/20 baseline CLOSE MONITORING: The positive outcome rate for repeat offenders is similar to the 2019/20 baseline REQUIRES ACTION: The positive outcome rate for repeat offenders is lower than the 2019/20 baseline		
Assessment		Direction of Travel	

Measure 1.6	Reduce Neighbourhood and Violent Crime.		
Aim/Rationale	The Force aims to make the City of London the safest City in the world to live, work and visit. Nationally all forces have been set a target to reduce neighbourhood crime; via the National Crime and Policing Priorities. The Force aims to work with partners and through delivery of targeted policing services reduce the threat of the public becoming a victim of neighbourhood and violent crime within the City.		
Sub Measures	<ul style="list-style-type: none"> • National Measure – volume of Burglary, Robbery, Theft of Motor Vehicle, Theft from Motor Vehicle and Theft Person offences. • Violent Crime Volumes – Homicide, Violence with Injury, Violence Without Injury, Stalking and Harassment, Rape and Other Sexual Offences. <p><i>*given the impact of national lockdowns on the last two years or crime levels the Force will continue to compare to a 2019/20 baseline for assessment to alongside current trends compared to 2021/22.</i></p>		
Criteria for Assessment	SATISFACTORY: Reduction in neighbourhood and violent crime reported within the City; compared to the 2019/20 baseline levels. CLOSE MONITORING: Increase in neighbourhood and violent crime reported by up to 10%; compared to the 2019/20 baseline. REQUIRES ACTION: Increase in neighbourhood and violent crime reported by more than 10%; compared to the 2019/20 baseline.		
Assessment		Direction of Travel	

Measure 1.7	Make the City a hostile place for Drugs Supply.		
Aim/Rationale	The Force aims to make the City of London the safest City in the world to live, work and visit. The Force aims to work with partners to reduce the threat of the public harm caused by drug supply; through the delivery of targeted intelligence led policing services.		
Sub Measures	<ul style="list-style-type: none"> • Levels of positive outcomes for Possession with Intent to Supply; compared to a 2019/20 baseline for assessment but also report trends compared to 2021/22. 		

Criteria for Assessment	SATISFACTORY: Statistically significant increase in positive outcomes linked to PWITS crime reported within the City; compared to the 2019/20 baseline levels. CLOSE MONITORING: A stable performance in relation to positive outcomes and actionable intelligence submissions; compared to the 2019/20 baseline. REQUIRES ACTION: A decrease in positive outcomes and/or a decrease in actionable intelligence; relating to PWITS; compared to the 2019/20 baseline.		
Assessment		Direction of Travel	

Priority 2: Protect the UK from the threat of economic and cyber-crime.

Measure 2.1	75% of surveyed respondents find it easier to spot a scam following engagement events or direct communications.		
Aim/Rationale	CoLP is responsible for developing and disseminating national alerts for policing based upon latest crime reporting trends. The Force aims to use this mechanism to ensure communities can take steps to prevent themselves from becoming victims of fraud.		
Sub Measures	<ul style="list-style-type: none">• Number of Alerts Disseminated.• Number of Engagement Events.• Membership of Neighbourhood Alert System.• Percentage of respondents who find it easier to spot a scam.		
Criteria for Assessment	SATISFACTORY: Numbers of alerts disseminated, and engagement events remains consistent or increases; and 75% or more of respondents find it easier to spot a scam. CLOSE MONITORING: Between 65-75% of respondents report finding it easier to spot a scam. REQUIRES ACTION: Less than 65% of respondents report finding it easier to spot a scam.		
Assessment		Direction of Travel	

Measure 2.2	Prepare, engage and raise awareness across businesses and communities of threats and risks of economic/cyber-crime and measures they can take; through protect messaging and events using a diverse range of channels		
Aim/Rationale	As part of our National Lead Force (NLF) function CoLP supports national and local protect messaging campaigns to highlight key economic or cyber-crime trends using social media. Staff also hold events to proactively educate businesses, partners and communities to the risks they should be aware of. The Force aims to maintain or improve this engagement throughout 2022/23 to help protect people from becoming victims of fraud and cybercrime.		
Sub Measures	<ul style="list-style-type: none"> • No of Protect Events. • Reach of Protect Events. • Volume of Protect Social Media Messaging. • Impressions from Protect Social Media Messaging. 		
Criteria for Assessment	SATISFACTORY: Levels of events and messaging remain consistent or improved with a similar or improved reach. CLOSE MONITORING: Levels of events and messaging or reach are reduced by less than 10%. REQUIRES ACTION: Levels of events and messaging or reach are reduced by more than 10%.		
Assessment		Direction of Travel	

Measure 2.3	To increase the total number of judicial outcomes recorded in relation to fraud across the country.		
Aim/Rationale	The National Lead Force (NLF) seeks to promote the investigation of fraud across policing and support forces to achieve success in this area. It is one of our key outcomes to show that fraudsters operating nationally are identified and their offending is being disrupted an increase in judicial outcomes for policing will be key to this. Tracking judicial outcome levels from policing will allow us to target our engagement to work with partners and policing to try and address any issues although the achievement of outcomes from other forces is not completely with CoLP's influence.		
Sub Measures	<ul style="list-style-type: none"> • National Judicial Outcomes Reported. • CoLP Judicial Outcomes Reported. 		
Criteria for Assessment	SATISFACTORY: The volume of judicial outcomes reported is greater than the average level in 2021/22. CLOSE MONITORING: The volume of judicial outcomes is greater than 90% of the average 2021/22 level. REQUIRES ACTION: The volume of judicial outcomes reported is less than 90% of the average 2021/22 level.		
Assessment		Direction of Travel	

Measure 2.4	Economic & Cyber Crime Academy delegate training numbers are increased; with 90% satisfaction rate.		
Aim/Rationale	City of London Police provides economic crime investigation training to policing, government and the private sector through its Economic Crime Academy. It is responsible for identifying, developing and disseminating good practice to ensure that policing has the capability to successfully investigate fraud. Sustaining delegate numbers is important for that purpose and the satisfaction rate for delegates allows the academy to assess its courses and improve the services it offers.		
Sub Measures	<ul style="list-style-type: none"> • Number of Academy Courses. • Number of Training Days delivered. • Number of Delegates. • Percentage of Delegates Satisfied with Course Overall. 		
Criteria for Assessment	<p>SATISFACTORY: Delegate training numbers are sustained at 2021/22 average levels and delegate satisfaction is at least 90%.</p> <p>CLOSE MONITORING: Delegate training numbers are less than 80% of 2021/22 average levels or delegate satisfaction is less than 80%.</p> <p>REQUIRES ACTION: Delegate training numbers are less than 80% of 2021/22 average levels and delegate satisfaction is less than 80%.</p>		
Assessment		Direction of Travel	

Measure 2.5	Economic Crime Organised Crime Group (OCGs) disruptions are sustained (with higher proportion of major disruptions).		
Aim/Rationale	Organised Crime Groups (OCGs) operate throughout the UK. It is the aim of the Force to disrupt their activities within the City by targeting the financial benefits and ability of groups to pursue criminality, within the Square Mile. To ensure an effective response to tackling the most serious and organised offenders, and associated crime, it is important that the level and type of disruptions of OCGs are sustained.		
Sub Measures	<ul style="list-style-type: none"> • Number of Major Disruptions. • Number of Moderate Disruptions. • Number of Disruptions within highest quartile of harm scoring OCGs. 		
Criteria for Assessment	<p>SATISFACTORY: The volume of OCG disruptions is greater than or equal to the baseline in 2021/22; or should the overall number be lower that the percentage of major/moderate disruptions is higher.</p> <p>CLOSE MONITORING: The volume of OCG disruptions is greater than 70% of the baseline in 2021/22 but does not equal nor exceed it; and major/moderate disruptions are at a similar or lower level than the previous year.</p> <p>REQUIRES ACTION: The volume of OCG disruptions is less than 70% of the baseline in 2021/22; and there has only been a low proportion of major/moderate disruptions.</p>		
Assessment		Direction of Travel	

Measure 2.6	Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City Of London Police.		
Aim/Rationale	The City of London Police is committed to the long-term disruption of offenders committing fraud and seeks to prevent these offences through the effective application of the Proceeds of Crime Act to seize, confiscate and restrain assets where possible.		
Sub Measures	<ul style="list-style-type: none"> • Number of restraints, cash seizures, confiscations and account freezing orders • Value of restraints, cash seizures, confiscations and account freezing orders 		
Criteria for Assessment	<p>SATISFACTORY: Volume and/or value of orders remains the same as the 2019/20 baseline.</p> <p>CLOSE MONITORING: Volume or value of orders are decreasing compared to the 2019/20 baseline.</p> <p>REQUIRES ACTION: Volume and value of orders are decreasing compared to the 2019/20 baseline.</p>		
Assessment		Direction of Travel	

Measure 2.7	Help victims who report to Action Fraud to recover fraud losses through information sharing with the banking sector and support from victim care.		
Aim/Rationale	To continue the Force's longstanding initiative to alert the banking sector to accounts identified as being used in fraud allowing those funds to be returned to victims, the disruption fraudsters and demonstrating good partnership working. Similarly, to empower those victims being supported by the victim care units to recover any identified lost funds through the provision of support, advice and practical guidance.		
Sub Measures	<ul style="list-style-type: none"> • Value of Funds Recovered (NECVCU) • Number of alerts sent – Project Recall • Value of alerts sent – Project Recall • Confirmed savings – Project Recall • Number of victims with confirmed recoveries – Recall and NECVCU 		
Criteria for Assessment	<p>SATISFACTORY: Number of victims who recovered funds and value of recoveries is similar or increased from the 2019/20 baseline</p> <p>CLOSE MONITORING: Number of victims who recovered funds or value of recoveries is showing a decrease from the 2019/20 baseline</p> <p>REQUIRES ACTION: Number of victims who recovered funds and value of recoveries are both decreasing compared to the 2019/20 baseline</p>		
Assessment		Direction of Travel	

Priority 3: Putting the victim at the heart of everything we do.

Measure 3.1	To maintain baseline levels of 2019/20 with regard to the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).		
Aim/Rationale	As part of the service to support victims and improve the quality of policing delivered, we routinely survey fraud victims to identify areas where the Force can improve on the support and services victims receive. This enables the Force to address process and behavioural issues that victims find frustrating and develop the services we deliver to meet victim needs putting them at the heart of the response to combatting fraud.		
Sub Measures	<ul style="list-style-type: none"> • Survey responses – online reporting. • Satisfaction levels – online reporting. • Survey responses – telephone reporting. • Satisfaction levels – telephone reporting. 		
Criteria for Assessment	<p>SATISFACTORY: Comparative or increase in satisfaction level achieved compared to the 2019/20 level.</p> <p>CLOSE MONITORING: Decrease in satisfaction level by up to 5% compared to the level recorded in 2019/20.</p> <p>REQUIRES ACTION: Decrease in satisfaction level by more than 5% compared to the level recorded in 2019/20.</p>		
Assessment		Direction of Travel	

Measure 3.2	Improve satisfaction among victims, with a particular focus on victims of domestic abuse.		
Aim/Rationale	The service we give to victims is critical to ensure victims have the confidence to report crimes; and know that they will be supported by the Force through a professional service offering. The Force continually surveys victims in order to ensure the Force delivers a high quality and professional service; that meets victims' expectations and puts victim needs at the heart of the policing service.		
Sub Measures	<ul style="list-style-type: none"> • Survey responses – volume crime. • Satisfaction levels – volume crime. • Survey responses – domestic abuse. • Satisfaction levels – domestic abuse. 		
Criteria for Assessment	<p>SATISFACTORY: Increase in the victim satisfaction rate from the level set within 2019/20.</p> <p>CLOSE MONITORING: Stable achievement or decrease in victim satisfaction rate by up to 10%; on level set within 2019/20.</p> <p>REQUIRES ACTION: Decrease in victim satisfaction rate by more than 10%; on level set within 2019/20.</p>		
Assessment		Direction of Travel	

Measure 3.3	Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention.		
Aim/Rationale	As part of a focus on the voice of the child in the criminal justice process the Force aims to ensure all children that come to notice and require further support are referred to a multiagency safeguarding meeting if they are not already engaged with support services.		
Sub Measures	<ul style="list-style-type: none"> At risk children identified and PPN's are completed in all relevant cases when children come to notice Multi Agency referrals are conducted within 24 hours (72 hours at the weekend) Police attend multi agency safeguarding meetings 		
Criteria for Assessment	SATISFACTORY: At least 90% of at-risk children are referred to a multiagency safeguarding meeting. CLOSE MONITORING: 75% or more of at-risk children are referred to a multiagency safeguarding meeting. REQUIRES ACTION: Less than 75% of at-risk children receive a referral to a multiagency safeguarding meeting.		
Assessment		Direction of Travel	

Measure 3.4	Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the course of the investigation.		
Aim/Rationale	As part of a national and local focus on tackling violence against women and girls the Force aims to provide appropriate support and advice throughout the investigation process to try and reduce the number of victims who withdraw from the process before an outcome can be achieved. The Force does however acknowledge that this is an area where there is often a high rate of withdrawal, and it is not always within our control or the victims' best interest for them to continue.		
Sub Measures	<ul style="list-style-type: none"> Number of female victims of violence; compared to the 2019/20 baseline. Percentage of female victims withdrawing from the process during police investigation compared to 2019/20 baseline. Positive outcome rate for female victims of violence; compared to the 2019/20 baseline. Number referred to vulnerable victim advocate or similar 		
Criteria for Assessment	SATISFACTORY: The proportion of victims withdrawing from the criminal justice process remains the same or decreases. CLOSE MONITORING: The proportion of victims withdrawing from the criminal justice process increases; but good support and advice has been provided. REQUIRES ACTION: The proportion of victims withdrawing increases and there was a lack of appropriate support or advice provided.		
Assessment		Direction of Travel	

Measure 3.5	Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.		
Aim/Rationale	The Force works collaboratively with partners to support at risk people that come to our attention using public protection notices to share information either with another force or social services. Instead of setting quantitative targets this year the force aims to improve the quality of information recorded and shared so they can be more useful to partners and enable quicker provision of appropriate support. This will be assured through regular dip samples and triggered assessments which are then reviewed, presented to the Crime Scrutiny Group and any learning published on the Force intranet and circulated to staff.		
Sub Measures	<ul style="list-style-type: none"> • Number of PPNs submitted. • Number of referrals to other forces/social services. • Results of dip sample and areas identified for improvement. 		
Criteria for Assessment	<p>SATISFACTORY: Quality of PPN forms is assessed as good and few areas are identified for improvement.</p> <p>CLOSE MONITORING: Quality of PPN forms is assessed as adequate but there is one or two key areas for improvement.</p> <p>REQUIRES ACTION: Quality of PPN forms is assessed as poor and there are many areas for improvement.</p>		
Assessment		Direction of Travel	

Organisational Priorities.

Priority 4: People.

Measure 4.1	Learning and development over 90% completion rates for officer safety; and emergency life support training.		
Criteria for Assessment	SATISFACTORY: Training completion rates are 90% or higher. CLOSE MONITORING: Training completion rates are between 75% and 90%. REQUIRES ACTION: Training completion rates are 74% or lower.		
Assessment		Direction of Travel	

Measure 4.2	Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.		
Criteria for Assessment	SATISFACTORY: Training completion rates are 100%. CLOSE MONITORING: Training completion rates are between 90% and 100%. REQUIRES ACTION: Training completion rates are 89% or lower.		
Assessment		Direction of Travel	

Measure 4.3	Overall engagement score – staff survey – year on year increase over the next three years.		
Criteria for Assessment	SATISFACTORY: The overall engagement score has increased; compared to the previous year. CLOSE MONITORING: The overall engagement score is the same or within +/- 4%; of last year's overall engagement score. REQUIRES ACTION: The engagement score has decreased by more than - 5%; compared to last year.		
Assessment		Direction of Travel	

Measure 4.4	To recruit 40% of visible ethnic minority student officers in each new intake and the total number of new joiners to CoLP each year is at least 51% female to achieve an overall increase of 2.6% per year of female representation across the service.		
Criteria for Assessment	SATISFACTORY: The proportion of ethnic minority student officers is at least 40%; and at least 51% of all new joiners are female. CLOSE MONITORING: The proportion of ethnic minority student officers is at below 40%; or less than 51% of all new joiners are female. REQUIRES ACTION: The proportion of ethnic minority student officers is at below 40% and less than 51% of all new joiners are female.		
Assessment		Direction of Travel	

Priority 5: Resources.			
Measure 5.1	Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.		
Criteria for Assessment	SATISFACTORY: The fleet is 100% ULEZ compliant. CLOSE MONITORING: The fleet is between 75%-100% ULEZ compliant. REQUIRES ACTION: The fleet is 74% ULEZ compliant or less.		
Assessment		Direction of Travel	
Measure 5.2	User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, in order to drive the successful utilization of IT/Estate/Fleet assets toward business outcomes. Staff survey question' I am well equipped to do my job'.		
Criteria for Assessment	SATISFACTORY: Increase in percentage of employees who feel they are well equipped to their job. CLOSE MONITORING: Percentage of employees who feel they are well equipped to their job has remained within +/-4 %. REQUIRES ACTION: Percentage of employees who feel they are well equipped to their job has decreased by more than 5%.		
Assessment		Direction of Travel	
Measure 4.3	Digital Investigation training delivered across the service for all investigators; over the next 12 months.		
Criteria for Assessment	SATISFACTORY: Digital investigation training is on track to be delivered to all investigators by the end of the year. CLOSE MONITORING: Digital investigation training is on track to be delivered to at least 75% of investigators by the end of the year. REQUIRES ACTION: Digital investigation training is not on track to be delivered to at least 75% of investigators by the end of the year.		
Assessment		Direction of Travel	

Priority 6: Efficient and Effective Service.

Measure 6.1	Value for money – COLP will make efficiencies of £6.1m in 2022/23.		
Criteria for Assessment	SATISFACTORY: Efficiencies of £6.1m are forecast to be realised. CLOSE MONITORING: Efficiencies are forecast to be within 5-10% of the £6.1m target. REQUIRES ACTION: Efficiencies are likely to be less than 90% of the target.		
Assessment		Direction of Travel	

Measure 6.2	Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.		
Criteria for Assessment	SATISFACTORY: 90% of recommendations are implemented and internal audit rates are increasing. CLOSE MONITORING: Less than 90% of recommendations are implemented; or internal audit rates are decreasing. REQUIRES ACTION: Less than 90% of recommendations are implemented and internal audit rates are decreasing.		
Assessment		Direction of Travel	

Measure 6.3	Increase in percentage of people who agree COLP provide an effective service.		
Criteria for Assessment	SATISFACTORY: Increase in percentage of people who agree CoLP provide an effective service CLOSE MONITORING: Percentage of people who agree CoLP provide an effective service remains within 5 percentage points of baseline REQUIRES ACTION: Percentage of people who agree CoLP provide an effective service has decreased by more than 5 percent		
Assessment		Direction of Travel	

Measure 6.4	Improve timeliness to deal with public complaints compared to 2019/20 baseline.		
Criteria for Assessment	SATISFACTORY: Timeliness of dealing with complaints has improved CLOSE MONITORING: Timeliness of dealing with complaints has remained the same REQUIRES ACTION: Timeliness of dealing with complaints has declined		
Assessment		Direction of Travel	

Measure 6.5	Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%.		
Criteria for Assessment	SATISFACTORY: Violent Crime recording completeness is above 90% CLOSE MONITORING: Violent Crime recording completeness is between 80-90% REQUIRES ACTION: Violent Crime recording completeness is below 80%		
Assessment		Direction of Travel	

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Committee(s): Strategic Planning and Performance Committee– For Information	Dated: 7 February 2022
Subject: HMICFRS Inspection Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1 - People are safe and feel safe.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police Pol 09-22	For Information
Report author: Rebecca Caldicott, Strategic Development	

Summary

This report provides Members with an overview of activity undertaken within the last reporting period, since your November 2021 Strategic Planning and Performance Committee, in response to reports published by HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

An overview of the inspection programme is detailed in this report and progress against both existing and new recommendations received is provided for Members’ information in Appendix A.

A new Business Improvement and Review officer has joined strategic development and is working on a new format for the Appendix A. The current document has responded to recent Members feedback in respect of presentation and will continue to evolve. As requested by the Chair of SPCC, the Appendix A document has had two new columns added to it for ease of use. Whereas the comments column has the full detail, the ‘Position in’ column now presents a short summary of where the recommendation is at currently and if a new deadline has been proposed. A ‘direction of travel’ column has also been added in.

Reports published

1 new national HMICFRS report has been published since the previous report [November 2021]:

- *A joint thematic inspection of the criminal justice journey for individuals with mental health needs and disorders*

Inspections undertaken since last report

HMICFRS Child Protection Inspection took place 6 – 10 December 2021. This was a reinspection of the one that took place in November 2019.

Inspections Due

The Police Efficiency, Effectiveness and Legitimacy (PEEL) inspection is due to commence in October 2022 with field officers on site for up to four weeks.

Reports Due for Publication

The report for the recent HMICFRS Child Protection Inspection is due by the summer.

HMICFRS Recommendations Overview

This report details progress against the recommendations from all live inspection action plans, summarised in the table below and detailed fully within Appendix A. There are currently 20 outstanding recommendations, compared to 14 at the end of the last quarter. The increase on recommendations is due to a new report being published.

There is 1 new GREEN to report.

Recommendation Summary	Previous report [November 2021]	Current report [February 2022]
NEW Green	13	1
Amber	13	20
Red	1	0
Total Recommendations not yet delivered (amber/red)	14	20

NB: Definitions of the RAGW assessments are set out at the beginning of the Appendix.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. This report provides Members with an overview of the City of London Police response to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) continuing programme of inspections and published reports. Since the last report to your November 2021 Strategic Planning and Performance Committee there has been 1 new report published for the force to consider: 7 recommendations have come from this report. Progress with existing recommendations as well as detail of the current inspection programme is provided below for reference.

Current Position

2. 1 report has been published since last reported to your Committee in November 2021:

- **1 new report has been published (17th November 2021) “A joint thematic inspection of the criminal justice journey for individuals with mental health needs and disorders”**

This is a joint thematic report which sets out findings of how effectively those organisations that make up the criminal justice journey deal with those with mental health needs and disorders from first contact to release from prison. The report makes 7 recommendations, 5 of these are directed at the Police and an additional 2 are directed at the local criminal justice services (police, CPS, courts, probation, prisons) and health commissioners/providers. These are detailed within Appendix A.

Inspections undertaken since the last report

3. HMICFRS Child Protection Inspection took place 6 – 10 December 2021. This was a reinspection of the one that took place in November 2019.

HMICFRS commenced their revisit of the Child Protection inspection of the force as planned on the 6th December 2021. A HOT debrief was presented to the Chief Officer Team which also included attendance by the lead Police Authority Member for Vulnerability and Safeguarding, on the 10th December. The full HMICFRS report with recommendations will be published by summer 2022.

A refresh of the existing action plan for Child Protection is underway taking on board the initial feedback from the debrief. Should new recommendations come from the final inspection report, these will be added to the appendix to this report and updated quarterly as part of these regular updates to your committee. Further detail will be provided once the final report is received from HMICFRS. Appendix B gives a brief overview of the inspection debrief, things we are improved in and where improvements are still needed. The details of this appendix are subject to the findings of the final report.

Inspections Due

4. The PEEL inspection: The City of London Police will have their PEEL inspection in October 2022. Our HMICFRS Force Liaison has laid out what meetings and documentation he would like to have from the force starting from January 2022. The PEEL inspection will be more fluid than in past years with the Force Liaison recording evidence throughout the 12-month period before the field work begins in October. This evidence gathering will allow him to direct the field inspection team. As was reported to you in the previous report (November 2021) there will be some changes to what PEEL looks at going forward. The Chair requested an update on this to come to this meeting (OR 6/2021/P) which is below.
Following evaluation and consultation with forces and other interested parties HMICFRS have introduced changes to the PEEL inspection programme. These are **not** about stopping inspecting certain areas of policing but changing the way

inspection activity is undertaken. The agreed changes aim to reduce or smooth the demand on forces, and better align the inspection approach and methodology to the issue that are being inspected.:

- Serious and Organised Crime will be reported regionally, but individual force graded judgments will remain in PEEL reports
- Counter Corruption / Vetting / Professional Standards will be reported nationally. Individual force graded judgments will remain, but will become a separate judgment from the Workforce question in PEEL
- Strategic Policing Requirement and Armed Policing will move to a thematic approach, and will not be assessed as part of PEEL
- The graded judgment will be removed from the Victim Service Assessment (VSA) to enable a stronger narrative assessment of victim service (Crime Data Integrity (CDI) grade will remain).

HMICFRS Reports Due

5. The report for the recent HMICFRS Child Protection Inspection is due by the summer.

Current status of HMICFRS Recommendations

6. A total of 13 HMICFRS reports have been managed by the Force during the last reporting period (this includes 2 that are being held as white on the Appendix A).
7. There are currently 20 outstanding recommendations, detailed in the tables below. There is 1 new green to report for “The Hidden Victims - Report on Hestia’s super-complaint on the police response to victims of modern slavery” along with 7 new ambers due to the release of the new report published in November 2021 (see point 2 above).

	Number of open recommendations/ AFI and Status			
	Previous Report (Nov 21)		Current report	
HMICFRS Report Title	National Report	Force Report	National Report	Force report
A joint thematic inspection of the criminal justice journey for individuals with mental health needs and disorders				
			7 Amber	
Police response to violence against women and girls - Final inspection report	1 Green			
	1 Amber		1 Amber	
	3 Green			

Police super-complaint - A duty to protect: Police use of protective measures in cases involving violence against women and girls	4 amber		3 amber	
A review of 'Fraud: Time to choose'	2 green			
	1 amber		1 amber	
A joint thematic inspection of the police and Crown Prosecution Service's response to rape	2 Green			
	3 amber		3 amber	
The Hidden Victims Report on Hestia's super-complaint on the police response to victims of modern slavery	1 Green		1 New Green	
	2 amber		1 amber	
Disproportionate use of Police powers	2 green			
	2 Amber		1 amber	
Crime Data Integrity inspection 2019				
		1 amber		
				1 closed complete
The Poor Relation - The police and CPS response to crimes against older people				
	1 amber		1 amber	
PEEL 2018/2019				1 amber
		1 red		
Understanding the difference: the initial police response to hate crime				
	1 amber		1 amber	

Conclusion

8. The Force continues to make progress with implementation of HMICFRS recommendations and areas for improvement, which contributes to business improvement across the organisation.

Appendices

Appendix A - Full list of HMIC Recommendations currently being implemented within Force.

Appendix B- A short Summary of the outcome of the hot debrief from the Child Protection re-inspection in December 2021.

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HMICFRS Report Recommendations

Traffic Light Colour	Definition of target achievement
GREEN	The recommendation is implemented
AMBER	The recommendation is subject to ongoing work and monitoring
RED	The recommendation should have been implemented but has not been due to resource issues or force capability to complete and remains outstanding
WHITE	The recommendation is no longer required / relevant or is dependent upon another organisation.


Individual recommendations may require multiple tasks to be completed by task owners from across the force before they can be discharged. The schedule below details the owners of tasks against individual recommendations highlighting those which are outstanding.

A joint thematic inspection of the criminal justice journey for individuals with mental health needs and disorders

A national report HMICFRS

Published 17th November 2021

This report makes 7 recommendations aimed at the Police, all are currently open.

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of Travel
10	<u>Recommendation</u> Local criminal justice services (police, CPS, courts, probation, prisons) and health commissioners/providers should:	AMBER	November 2022	December 21 Recommendation has been sent to the Business lead for this asking for assessment of current arrangements and	Head of Learning & Development	Amber - this is a new recommen	

	develop and deliver a programme of mental health awareness-raising for staff working within criminal justice services. This should include skills to better explain to individuals why they are being asked questions about their mental health so that there can be more meaningful engagement			whether they are sufficient or whether further improvement required		dation with actions to complete being assessed.	
11	<u>Recommendation</u> Local criminal justice services (police, CPS, courts, probation, prisons) and health commissioners/providers should: jointly review arrangements to identify, assess and support people with a mental illness as they progress through the CJS to achieve better mental health outcomes and agree plans for improvement.	AMBER	November 2022	December 21 Recommendation has been sent to the Business lead for this asking for assessment of current arrangements and whether they are sufficient or whether further improvement required	Head of CJS Services	Amber - this is a new recommendation with actions to complete being assessed.	↔
14	<u>Recommendation</u> Ensure that all dedicated investigative staff receive training on vulnerability which includes inputs on responding to the needs of vulnerable suspects (as week as victims). This should be incorporated within detective training courses.	AMBER	November 2022	December 21 Recommendation has been sent to the Business lead for this asking for assessment of current arrangements and whether they are sufficient or whether further improvement required	Head of Learning & Development	Amber - this is a new recommendation with actions to complete being assessed.	↔
15	<u>Recommendation</u> Dip sample (outcome code) OC10 and OC12 cases to assess the standard and consistency of decision making and use this to determine any training or briefing requirements and the need for any ongoing overnight	AMBER	November 2022	December 21 Recommendation has been sent to the Business lead for this asking for assessment of current arrangements and whether they are sufficient or whether further improvement required	Head of CJS Services	Amber - this is a new recommendation with actions to complete	↔


						being assessed.	
16	<u>Recommendation</u> Review the availability, prevalence, and sophistication of mental health flagging, to enhance this where possible, and to consider what meaningful and usable data can be produced from this.	AMBER	November 2022	December 21 Recommendation has been sent to the Business lead for this asking for assessment of current arrangements and whether they are sufficient or whether further improvement required	Head of CJS and Custody	Amber - this is a new recommendation with actions to complete being assessed.	↔
17	<u>Recommendation</u> Assure themselves that risks, and vulnerabilities are properly identified during risk assessment processes, particularly for voluntary attendees. They must ensure that risks are appropriately managed, including referrals to Healthcare Partners, Liaison and Diversion and the use of appropriate adults.	AMBER	November 2022	December 21 Recommendation has been sent to the Business lead for this asking for assessment of current arrangements and whether they are sufficient or whether further improvement required	Head of CJS and Custody	Amber - this is a new recommendation with actions to complete being assessed.	↔
18	<u>Recommendation</u> Review management guidance forms to include prompts or dedicated sections for the suspects vulnerability to be included	AMBER	November 2022	December 21 Recommendation has been sent to the Business lead for this asking for assessment of current arrangements and whether they are sufficient or whether further improvement required	Director of Information	Amber - this is a new recommendation with actions to complete being assessed.	↔

Police response to violence against women and girls - Final inspection report

A national report HMICFRS

Published 17th September 2021

This report makes 5 recommendations each of which include a number of sub-actions. 2 recommendations apply to the force [in part] at this time; 1 is complete, 1 in progress.


Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of Travel
4	<u>Recommendation</u> All chief constables should immediately review and ensure that there are consistently high standards in their forces' responses to violence against women and girls and should be supported in doing so by national standards and data	AMBER	March 2022	<p>The report sub divides this recommendation with specific requirements and associated deadlines, including the force to produce and publish an action plan [HMICFRS deadline March 2022] pending input from National Police Chiefs Council (NPCC) lead setting the framework.</p> <p><u>January Update</u> Several steps have been taken to meet the recommendation requirements.</p> <ul style="list-style-type: none"> - Draft of Strategic Delivery plan has been produced and being considered - A communication strategy has been drafted and awaiting circulation - Exploring the opportunities to capture qualitative and quantitative data to implement KPIs and have an accountable performance reporting structure. 	Head of Action Fraud and NFIB	Amber - the action plan for this recommendation is on track with several steps being taken to achieve the recommendation and the action owner believes they will meet the march deadline.	


Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of Travel
				<ul style="list-style-type: none"> - final version of the strategic local and governance has been finalised and circulated - Action Plan has been drafted and it being updated. 			


Police super-complaint - A duty to protect: Police use of protective measures in cases involving violence against women and girls

A national report HMICFRS
Published 25th August 2021

There are 7 actions for the force, 4 complete 3 are in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of Travel
7	<u>Recommendation</u> Chief constables should review and if necessary refresh their policy on how the force processes notifications of NMOs [Non-molestation orders], so officers can easily identify if an NMO exists.	AMBER	No date set by HMICFRS March 2022	This is a wider issue for policing – The issues are caused by delays in courts placing orders on to Police National Computer (PNC) (not police) which is where officers gain access to the information. <u>December Update</u> Court meeting was unable to offer an immediate solution. There are still delays	Head of PPU	Amber - this is ongoing and is reliant on CoLP partners and other organisations. Work arounds are	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of Travel
				<p>caused by Covid and this is impacting all areas of the court system.</p> <p>The good working relationship with the court independent domestic violence advocate (IDVA) means that any Domestic Abuse (DA) results linked to the COLP are reported to the Public Protection Unit (PPU). This would enable early notification of any NMO granted.</p> <p>Qualifiers have recently been reviewed by the Niche region, meaning additional qualifiers cannot not be added at this time. A solution is to add a flag to the person record. The PPU supervisors are aware of how to add these flags. They are searchable as part of a Niche search; they don't require BOBS.</p>		being made due to technology constraints to make sure the right information is recorded.	
11	<p><u>Recommendation</u></p> <p>Chief constables should, until Domestic Abuse Protection Notices (DAPOs) replace Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) in their force:</p> <p>A. review, and if necessary refresh their policy on DVPNs and DVPOs, and in line with the overarching recommendation:</p> <p>I. ensure that there is clear governance and communication to prioritise the effective use of DVPNs and DVPOs, when these are the most appropriate tools to use;</p>	AMBER	<p>No date set by HMICFRS</p> <p>March 2022 for review</p>	<p>The following is complete:</p> <ul style="list-style-type: none"> – Use of DVPNs monitored as part of DA DIP sampling in Crime Scrutiny Group to ensure it has been considered. – Forms part of PPU supervisor review of all DA cases prior to No Further Action(NFA). – Clear guidance included in Standard Operating Procedure (SOP). – Monthly meeting with Crown Prosecution Service (CPS)/MPS and 	Head of PPU	Amber - this is ongoing and until all training has been completed it will remain amber.	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of Travel
	<p>II. monitor their use to ensure they are being used effectively; and</p> <p>B. ensure experience and lessons learned on using DVPN/DVPOs informs the use of DAPOs.</p>			<p>courts discuss issues arising from DVPNs, best practice, changes to process and lessons learned.</p> <p><u>December update</u></p> <ul style="list-style-type: none"> – The DVPN policy has been reviewed and is still relevant. – Training for Supts/C/Supts still has not taken place. – Initial refresher inputs for CID and PPU have been completed and there will be further training in 2022. The idea is to make it a continual process. 			
13	<p><u>Recommendation</u></p> <p>Chief constables should assure themselves that:</p> <p>A. their officers are fully supported in carrying out their duties to protect all vulnerable domestic abuse victims by:</p> <ol style="list-style-type: none"> 1) ensuring their officers understand the suite of protective measures available (including new measures such as DAPOs); 2) ensuring officers are aware of referral pathways to third-party support organisations which are available to protect vulnerable domestic abuse victims; and 3) ensuring their officers have guidance and support on how to choose the most appropriate response for the situation; and 	AMBER	<p>No date set by HMICFRS</p> <p>August 2022 for review</p>	<p>A</p> <p>Bullet 1, 2 and 3 - PPU have been trained as part of specialist training in relation to protective orders available. (All relevant Violence Against Women and Girls cases would oversee/investigated by PPU). Supervisors include as part of supervisor review, appropriateness of relevant/available orders. Funding for future domestic abuse matters training has been secured which will include this topic for all frontline staff alongside.</p> <p>Referral pathways are clearly documented in SOPs and intranet and Vulnerable Victim Advocate is well publicised and has</p>	Head of PPU and Head of Learning & Development	<p>Amber - this is ongoing and until all training has been completed it will remain amber. Review date for August set once training delivered.</p>	


Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of Travel
	B. governance is in place to monitor the use of all protection orders and to evaluate their effectiveness, including by seeking the views of victims.			<p>recently briefed all frontline staff outlining available support– this stretches across the partnership.</p> <p>B – Dip sampling and then Domestic Abuse surveys continue and results reports to appropriate governance meetings</p> <p><u>January update</u> Domestic abuse matters training was delayed slightly as we were required to complete some internal procurement steps since the contract will be above our usual procurement threshold. We now have approval from our Chief Operating Officer to award a direct contract and this is underway. Domestic Abuse Matters are going to work with us on logistics in the new year, we have tentatively agreed that this will be delivered in the months of May, June, July and August.</p>			

A review of 'Fraud: Time to choose'

A national report HMICFRS

Published 5th August 2021

There are 3 new actions for the force, 2 complete and 1 in progress

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of Travel
2	<u>Recommendation</u> By 31 March 2022, the National Police Chiefs' Council (NPCC) Coordinator for Economic Crime with the National Crime Agency (NCA), National Economic Crime Centre (NECC) and City of London Police should set up an effective national tasking and co-ordination process for fraud.	AMBER	March 2022	This relates to the FOIM (Fraud Operation Intelligence Meeting) which is run by the NECC. Work is in progress to agree a process which will include workflow, agreed mitigation, agreed risk holders, agreed escalation process, response timeframes etc <u>January Update</u> This is still a work in progress. <ul style="list-style-type: none"> – Tasking has been partially revolved through Lead Force Operations Room (LFOR) – Escalation between policing and NECC/NCA via bilateral tasking arrangements – FOIM set up for monthly meeting – Intelligence side of meetings successful, operationally no cases have been accepted or escalated from policing to NCA/NECC or partners. 	Commander National Lead Force Operations	Amber - this is progressing well and the team working on this do not see a march deadline to be an issue at this stage.	


Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of Travel
				<ul style="list-style-type: none"> There are gaps as to when a case is not accepted by policing there is no means of tasking it. CoLP looking at using APMIC to task P1/92 cases. Working group set up to discuss and plan resolution and recommendations. 			


A joint thematic inspection of the police and Crown Prosecution Service's response to rape


A national joint thematic HMICFRS and HMCPSi

Published 16th July 2021.

There are 7 actions for the force 1 is closed, 3 are complete and 3 are in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of travel
3	<u>Recommendation</u> Police forces should collect data to record the different stages when, and reasons why, a victim may withdraw support for a case. The Home Office should review the available outcome codes so that the data gathered can help target necessary remedial action and improve victim care.	AMBER	December 2021 for review June 2022	Reasons why rape victims fail to support is recorded on Niche OEL and via outcome codes. Procedure for recording victims wishes on statement/other police records or Body Worn Video where able is within the force SOP. Audits of outcome 16 [Domestic Abuse] have taken place and the CPS have agreed to look at outcome 15 [Domestic Abuse] with PPU.	Head of CJS Services and FCIR	Amber – Data is being collected but the process and procedures to extract needs to be clarified. This will	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of travel
				<p>Consideration to be had between CJS/PPU and Crime Standards Board as to how this could be captured.</p> <p><u>January Update</u> Agreed by Commissioner and Crime Standards Board (CSB) that outcomes should be part of the performance regime, but discussion is now how do we implement this and how do we extract the data. Suggestion is that we ask the Niche team to see whether we can get a section added that can be filled in when a victim withdraws so that can be extracted as data by PIU. Work still needs to be done on this and changes to systems can take time, hence the new suggested deadline of June for review on this.</p>		involve working with the Niche Team, and suggestion is to get new area in Niche added to extract the data from fully. This means a new deadline of June is required.	
6	<p><u>Recommendation</u> The police and the CPS, in consultation with commissioned and non-commissioned services and advocates, and victims, should review the current process for communicating to victims the fact that a decision to take no further action [NFA] has been made. They should implement any changes needed so that these difficult messages are conveyed in a timely way that best suits the victims' needs.</p>	AMBER	<p>December 2021</p> <p>March 2022</p>	<p>The force awaits any national/regional comms re consultation. However, Rape SOP has been updated to include section on NFA, and that victim should be informed ASAP by the Sexual Offence Investigative Techniques (SOIT) and Independent Domestic Abuse Advisors (IDVA)/ Vulnerable Victims Advocate (VVA), in person where possible and should be offered the opportunity to speak with the Senior Investigating Officer (SIO) to discuss.</p>	DCI Head of CJS and Custody	Amber – some progress has been made but a deadline extension of March has been advised due to webinars	


Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of travel
				<u>January Update</u> There have been no national or regional comms. There are a series of national webinars/conferences on rape in January which we will be attending and ascertain if anything related is communicated here. In addition the DCI will contact London CPS RASSO (Rape & Serious Sexual Offences) lead to ascertain if there is a position from CPS. March deadline requested due to ongoing webinars/ conferences over Jan.		and conference s not happening until January.	
7	<u>Recommendation</u> Police forces should ensure investigators understand that victims are entitled to have police decisions not to charge reviewed under the Victims' Right to Review scheme and should periodically review levels of take-up.	AMBER	December 2021 April 2022	This is communicated as part of final contact with victim. Force Rape SOP has been updated and published to ensure this is recorded on the Niche system. Rape SOP outlines needs to inform victims of Victim Right to Review at point of NFA and forms part of supervisor (DS and DI level) final supervisor review. The gap: Currently there is no system to record how many Victim Right to Reviews are taken up. This is the next step. <u>January Update</u>	DCI Head of CJS and Custody	Amber – progress is being made but work still needs to be done on reviewing levels of take up. This links with having better data from Niche. Review progress	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of travel
				Several steps taken already. Investigators understand and we have SOPs in place. The next step is with regards to periodical reviews. In order to be able to better extract and understand the data. This is linked to the need for better data extraction from Niche in recommendation 6.		with this in April 2022	

The Hidden Victims - Report on Hestia's super-complaint on the police response to victims of modern slavery

A joint investigation report HMICFRS, College of Policing and IPOC
Published 26th May 2021

There are 3 actions for the force, 2 complete and 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January 22	Direction of travel
2	<u>Recommendation</u> <u>To chief constables</u> Assure themselves that police officers and staff (including non-specialist staff, as appropriate) are supported through access to learning, specialist	GREEN	October 2021 Now December 2021 [c]	NEW GREEN a) easily access information and advice on modern slavery and human trafficking through their force systems The force SOP is reviewed and updated regularly to ensure it	T/DI Next Gen Project	Green – all sections of this recommendation have now been achieved/	

	<p>policing resources and victim support arrangements, so that officers and staff are able to:</p> <p>a) easily access information and advice on modern slavery and human trafficking through their force systems;</p> <p>b) identify possible victims of modern slavery;</p> <p>c) recognise that victims of modern slavery should not be treated as criminals in situations where they have been forced to commit an offence by their exploiters;</p> <p>d) know how to take immediate steps to make victims feel safe (including facilitating access to a place of safety, if necessary);</p> <p>e) understand how to advise victims what support is available them;</p> <p>f) understand the National Referral Mechanism and duty to notify requirement, and know how to make good-quality referrals; and</p> <p>g) ensure that the statutory defence (provided by section 45 of the Modern Slavery Act 2015) for victims of slavery and exploitation who are compelled or coerced into committing offences by</p>			<p>provides up to date information and links to advice.</p> <p>The modern slavery intranet page contains up to date guidance for officers including front line officers and investigators.</p> <p>All front-line staff have been issued with a modern slavery initial actions pocket guide.</p> <p>Modern Slavery SPOCs (Single Point of Contact) across the force are trained to provide advice to staff encountering and investigating modern slavery.</p> <p>Trained Modern Slavery Victim Liaison Officers are embedded in front line response teams and investigative departments.</p> <p>A 2-day modern slavery investigator course is being developed in conjunction with L&OD which will be delivered to all detectives / investigators.</p>		put into place	
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	their exploiters is considered in all cases to protect victims from prosecution.			<p>Modern Slavery will be included in the next round of vulnerability training for front line officers.</p> <p>- Dedicated exploitation sergeant within PPU will be contact point for advice relating to Modern Slavery</p>		
				<p>b) identify possible victims of modern slavery</p> <p>Training and CPD has been provided to front line officers to ensure they spot the signs of modern slavery.</p> <p>Modern slavery SPOCs are embedded across frontline staff and investigators.</p> <p>All crimes across the force are reviewed by the force resolution centre and then again in the Daily Crime Meeting chaired by Head of CID (Modern Slavery & Human Trafficking (MSHT) lead) and attended by PPU (MSHT lead department). Any concerns are flagged in these meetings.</p>		

			<p>Key word searches on force systems are also conducted by the intel SPOC and the Force Crime registrar to ensure potential victims have not been missed.</p> <p>Any learning to fed back to SPOCs in MSHT SPOC meetings to disseminate to their teams.</p> <p>Operation Sun was launched after missed opportunities to identify potential victims of criminal exploitation. This resulted in further training inputs to frontline officers, custody and investigators. An action plan is available should there be a resurgence of the pattern seen pre-Covid.</p> <p>CoLP are providing training to Corporation staff as part of Anti-Slavery Day in October 2021 to ensure partners are identifying potential modern slavery victims.</p> <p>2 CoLP modern slavery SPOCs are attending a train the trainer course allowing them to give inputs to</p>	
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			partners and businesses within the City of London.		
		NEW GREEN	<p>c) recognise that victims of modern slavery should not be treated as criminals in situations where they have been forced to commit an offence by their exploiters</p> <p>This has been included as part of training inputs and formed part of the Operation Sun guidance to officers (Romanian juveniles).</p> <p>Recently highlighted when 2 Vietnamese males inside a cannabis farm were released without charge enabling them to provide evidence against potential perpetrators. (Op Honeysuckle 21*33599) – investigation ongoing).</p> <p>Since Covid there have been limited incidents of criminal exploitation within the city due to a fall in crime rates and reduced footfall. This will need to be reviewed once the associated</p>		

			<p>crime types return to establish if the training has had an impact.</p> <p>Crime types commonly related to criminal exploitation within the City of London have started to increase following Covid Lockdown. However, to date arrests for these offences have been limited and none have resulted in NRM (National Referral Mechanism) referrals. There are plans in place to recirculate guidance to officers following learning from Op Sun (Juveniles potentially criminally exploited) in the coming weeks. The newly form Drugs Squad who own all drug supply investigations have also attended County Lines CPD. Force wide mandatory vulnerability training is being delivered by L&OD which contains inputs on County Lines and MSHT. This is to be reviewed at the end of November 2021.</p> <p><u>January Update</u> Vulnerability training is continuing across the force and inputs are being provided to student officers and trainee detectives. A DS has been posted to the new</p>		
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				exploitation DS role in PPU which will provide another level of scrutiny to ensure potential victims are not missed.		
			NEW GREEN	<p>d) know how to take immediate steps to make victims feel safe (including facilitating access to a place of safety, if necessary)</p> <p>This is included in part of modern slavery training and CPD.</p> <p>Through Project Enterprise (Pan-London working) there are partnerships and experience which would allow the quick deployment and implementation of a reception centre.</p> <p>CoLP have not yet had to use a reception centre for modern slavery but had one on standby during the previous Operation Aidant which was proactive intensification concentrating on child trafficking.</p> <p>On previous occasions potential child victims of exploitation have</p>		

			<p>been taken to a place of safety after being put into police protection and were housed by social services.</p> <p>On previous occasions potential adult victims of modern slavery has been taken to a place of safety before being housed through the NRM/Salvation Army. This is shown in Op Honeysuckle - 21*33599.</p> <p>Dedicated Exploitation Sergeant post created in PPU under Transform will be point of contact to ensure appropriate support services offered to victims/potential victims and will review all referrals.</p>		
			<p>e) understand how to advise victims what support is available them</p> <p>Guidance has been provided to officers during training and is available on the intranet.</p> <p>16 officers across CoLP have attended a 2-day college of policing</p>		

			<p>Modern Slavery Victim Liaison Officer training course and a CoLP Victim Liaison Officer[VLO] logbook has been created which includes relevant information for the VLO's. They are able to provide initial support to victims and advise colleagues of support available.</p> <p>CoLP have access to Victim Navigators through Project Enterprise, who would support the victim throughout the whole process.</p> <p>CoLP work with a number of charities who provide advice and support to victims. Charities such as Tamar are often utilised during proactive operations such as visits to sex workers.</p> <p>Dedicated Exploitation Sergeant post created in PPU under Transform will be point of contact to ensure appropriate support services offered to victims/potential victims and will review all referrals.</p>	
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			Vulnerable Victim Coordinator available to assist with signposting to appropriate support.		
			<p>f) understand the National Referral Mechanism and duty to notify requirement, and know how to make good-quality referrals</p> <p>Training and CPD in this area have been provided to students, frontline officers and investigators.</p> <p>Advice is found in the SOP, on the intranet and through modern slavery SPOCs.</p> <p>NRM referrals and detentions are regularly reviewed by the MSHT lead, PPU and during SPOC meetings, with feedback provided. Reviews of NRM referrals shows that training has improved the quality of submissions and the associated admin. This has recently been highlighted by the force registrar.</p> <p>Dedicated Exploitation Sergeant post created in PPU under</p>		

				Transform will be point of contact and will be reviewing and monitoring all NRM referrals and detentions to ensure high standard manage onward processing.		
				<p>g) ensure that the statutory defence (provided by section 45 of the Modern Slavery Act 2015) for victims of slavery and exploitation who are compelled or coerced into committing offences by their exploiters is considered in all cases to protect victims from prosecution.</p> <p>Training and CPD in this area have been provided to students, frontline officers and investigators. This included a dedicated Section 45 training session.</p> <p>Advice is found in the SOP, on the intranet and through modern slavery SPOCs.</p> <p>Although officers are aware of Section 45 and it is regularly considered for certain crime types, further work is required to ensure</p>		


				<p>this statutory defence is considered in ALL criminal investigations and addressed in interviews. Although there have been limited cases in CoLP the national picture shows a clear pattern of Section 45 being used as a last-minute defence.</p> <p>Force wide mandatory vulnerability training is being delivered by L&OD which contains inputs Section 45 defence. All officers in force will receive this training this financial year.</p>			
3	<p><u>Recommendation</u></p> <p><u>To chief constables</u> Assure themselves that their resources are being deployed to enable effective investigation of modern slavery offences (which may, for example, involve taking account of high levels of vulnerability and organised crime group involvement). They should assure themselves that their crime allocation processes direct investigations to the most appropriately skilled individuals and teams.</p>	AMBER	<p>October 2021 now December 2021</p> <p>October 2022</p>	<p>There is current SOP policy in place for ownership of reactive MSHT investigations. This can become more challenging with planned intensification investigations. As part of a review, the vulnerability lead is allocating deputy leads for MSHT with specific roles and responsibilities which should streamline the case acceptance criteria between departments.</p> <p><u>January Update</u> The above is still in progress. A new lead has been appointed and is in the process of taking over the MSHT lead. The Force believes October 2022 is a realistic deadline due to resourcing.</p>	T/ DI ART manager	<p>Amber - A new lead for MSHT has been appointed and a new deadline is needed to make sure this is done correctly. The new deadline has been proposed as October 2022</p>	

Disproportionate use of Police powers

A national report HMICFRS

Published 26th February 2021

There are 6 actions for the force, 5 are complete and 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment		CoLP Task Owners	Position in January	Direction of Travel
1	<u>Recommendation</u> By July 2022, forces should ensure that officers and staff have effective communication skills, in line with the National Policing Guidelines on Conflict Management. This should be in addition to existing training on conflict management and de-escalation.	AMBER	July 2022	Ref.	Task			
				1.2	Task Paper to Stop and Search (S&S) and Use of Force (UoF) working group – would our officers benefit from additional training similar to that described in the report ‘Humberside’ but tailored for the minority groups we come into contact with. Current position Mentivity training [Frontline officers will soon be invited to gain an insight into young black people’s experience of interacting with the police] will commence Autumn 2021 [October 2021] for front line officers. Pilot allows for 20 officers, this will be reassessed following feedback from the attendees. The session will be run by Sayce Holmes-Lewis, who founded the	Head of Learning & Development	Amber – Progress is being made with bulletins going out and training scheduled.	


Recommendations & Areas for Improvement	Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
			<p>charity in January 2016 alongside Leon Wright and Tyson Holmes-Lewis, after Sayce was stopped by police. He now works with police forces, including the Metropolitan Police Service (MPS), to increase understanding around the experiences of young black people in the UK. Watch a video of MPS colleagues receiving training here.</p> <p>Virtual CPD sessions focusing on stop and search was delivered to 85 officers and staff this year and a written bulletin sent force wide to compound this learning.</p> <p>A Focus on CPD virtual training session providing an input on communication was well received and a written bulletin will be published in December 2021</p> <p><u>January Update</u> Focus on communication bulletin published Jan 2022</p> <p>Stop search training for frontline officers has been built into the training timetable and is scheduled for June and July 2022</p>			

Recommendations & Areas for Improvement	Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
			<p>Current student officer cohort received improved Stop Search training including varied practical scenarios and were tasked to produce a best practice video for dissemination to the rest of the force via the Learning and Development video Streams.</p> <p>An additional video is being developed in collaboration with the British Transport Police (BTP) with a planned release within 4 weeks</p>			


Police super-complaint: police data sharing for immigration purposes


A Joint national report following an investigation by HMICFRS, College of Policing and the Independent Office for Police Conduct
Published 17th December 2020

There are 4 actions for the force, 1 is complete and 3 in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
1 <u>Recommendation</u> As an interim measure, pending the outcome of recommendation 2, where officers only have	WHITE pending the	February 2021 for initial	Following initial consideration of the report recommendation it has been determined	Head of CJS and Custody /	WHITE – This is still pending	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
concerns or doubts about a victim's immigration status, we recommend that they immediately stop sharing information on domestic abuse victims with Immigration Enforcement. Instead, police officers should link the victim to a third party that can provide advice and assistance, as set out in recommendation 4 (on the creation of safe reporting pathways).		outcome of the NPCC Lead challenge to HMICFRS	review [completed] July 2021 for the revision and publication of force SOP	that the force Domestic Abuse SOP needs to be revised to offer specific guidance. A deadline of July 2021 was set for the Domestic SOP to be revised, signed off and published, however there is an ongoing national challenge of the recommendations relating to this super complaint through NPCC lead. As such the force is not in a position to make further changes to policy until a national position agreed. The current force SOP already includes relevant guidance in relation to victims with no leave to remain. All cases are considered on an individual basis and there may be necessity to share information with immigration services in order to assist in safeguarding of victim. All cases where consent from victim is obtained are referred to specialist victim advocate who can assist with immigration issues as required and these are considered regularly as part of MARAC (Multi Agency Risk Assessment Conference) – with the overarching focus being on victim welfare.	Head of PPU	and waiting on the outcome of the NPCC Lead challenge to HMICFRS.	
<p>This applies where police officers have doubts about a victim's immigration status, not where they have evidence that an offence has been committed. The College of Policing will immediately develop guidance for the police service to clarify this aspect of practice.</p> <p>Notes to recommendation 1</p> <p>This recommendation to stop information sharing only applies to victims of domestic abuse.</p> <ul style="list-style-type: none"> The College of Policing guidance will also clarify the difference between insecure and uncertain status and immigration offending. Any sharing of information should be done in compliance with Information Commissioner's Office (ICO) guidance. 'Third party' could include a local or national specialist victim support organisation or another individual/organisation that can act as an intermediary and advocate on the victim's behalf 							

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
	in communications with Immigration Enforcement – as required.						
4	<p><u>Recommendation</u></p> <p>With reference to recommendation 1, and in consultation/collaboration with local or national specialist organisations, chief constables should take steps to ensure that all migrant victims and witnesses of crime are effectively supported through safe reporting pathways to the police and other statutory agencies. They should:</p> <ul style="list-style-type: none"> ensure there is a proper policy and practice framework in place for officers to work within; develop victim and witness support policies that reflect the characteristics of the safeguarding protocol set out in recommendation 3, and: draw on all relevant national guidance with particular reference to the Code of Practice for Victims of Crime and data protection legislation; are developed in partnership with and include pathways to the relevant specialist organisations for supporting victims and witnesses with insecure immigration status; are clear about the circumstances in which information will be shared by police with immigration enforcement; provide clarity about the purpose of sharing information at different points of the pathway; and 	WHITE	<p>February 2021 for initial review [completed]</p> <p>July 2021 for the review of relevant forces SOPs although compliance with this recommendation is dependant upon delivery of recommendation 3 by the Home Office and NPCC</p>	<p>Following initial review of the report recommendation it has been determined that completion of this action is, in part dependant upon the Home Office and NPCC to develop a safeguarding protocol [recommendation 3].</p> <p>Currently there is no timeline for deliver by the Home Office and NPCC and the force maintains a watching brief.</p> <p>The NPCC Lead challenge [above] will also impact delivery].</p>	Head of CJS and Custody / Head of PPU	WHITE – This is still pending and waiting on the outcome of the NPCC Lead challenge to HMICFRS.	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
	<ul style="list-style-type: none"> explicitly recognise the importance of telling victims, witnesses and supporting agencies whether information will be shared with Immigration Enforcement, and if so, when and in what circumstances. promote understanding among police officers and staff to differentiate between responses to victims of modern slavery/human trafficking and victims of domestic abuse; promote awareness within their forces of any existing pathways to specialist organisations for supporting victims with insecure immigration status; ensure the policy and practice framework is adopted by all officers and staff who come into contact with victims of crime who have insecure immigration status; and promote police engagement in regular outreach community work, as highlighted as good practice in this report. 						
5	<u>Recommendation</u> With reference to recommendation 1, pending the developments outlined in other recommendations, and in consultation/collaboration with local or national specialist organisations, chief constables and police and crime commissioners should take steps, through the appropriate channels, to promote migrant victims' and witnesses' confidence in reporting crimes to the police through safe reporting pathways, without fear of prioritised immigration control.	WHITE	February 2021 for initial review	Delivery of this recommendation is heavy dependant upon outcomes from other report recommendations which are yet to be completed by partners. The NPCC lead challenge will also impact.	Head of CJS and Custody / Head of PPU	WHITE – This is still pending and waiting on the outcome of the NPCC Lead challenge to HMICFRS.	


Recommendations & Areas for Improvement	Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel

Cyber: Keep the light on

A national report by HMICFRS

Published October 2019

This report makes 5 recommendations; 4 are complete and 1 in progress pending further update from a joint working group [Home Office, CoLP and NPCC].


Recommendations & Areas for Improvement	Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
1 <u>Recommendation</u> By 1 November 2020, the Home Office, the Cabinet Office, the National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime, the Director General of the National Crime Agency, and interested parties should revise the current police structure for the response to cyber-dependent crime. In doing so they should consider: <ul style="list-style-type: none"> the creation of a national police cyber-dependent crime network; the remit of any such network; how the network engages with other law enforcement agencies; and the tasking and co-ordinating responsibilities that will be required for the network to be effective. 	WHITE	November 2020 Now September 2021 for update from the joint working group	Bullets 1 through 4 are, in part, for the NPCC lead and were not for the force to progress until August 2020 when the Commissioner became the NPCC lead following the retirement of CC Goodman. The Home Office, CoLP and NPCC have agreed to establish a working group to consider options to implement the recommendation, but hasn't met yet. Progress has been waylaid by the Spending Review and developing the new National Cyber Strategy.	Det Ch. Supt. Programme Lead NPCC Cyber Crime Programme	WHITE - No change. The force is reliant on progress beyond its control but is attempting to influence.	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
				<p>This should start to settle down by end of September 2021 so we would expect to start making progress then.</p> <p>In the meantime the Det Ch Supt has been meeting with the National CT Policing HQ to get their advice on how to manage a national network and reviewing their collaboration agreements which they shared with me.</p> <p>This action is held at WHITE since the force is reliant on progress beyond its control but is attempting to influence.</p>			

Crime Data Integrity inspection 2019

A force report by HMICFRS
Published August 2019

This report makes 6 areas for improvement for the force; 4 are complete, 2 closed


Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
6	<p><u>Area for Improvement</u></p> <p>The force should immediately improve its use of cannabis warnings, penalty notices for disorder and community resolutions, to make sure it only issues them in accordance with national guidance.</p>	CLOSED	<p>February 2020</p> <p>Extended to July 2020 but need to be reviewed [Reported to PAB]</p> <p>Extended to September 2020 to ensure improvements are embedded</p>	<p><u>Current Position</u></p> <p>The intrusive review continues with bi monthly sampling and audit.</p> <p>Personal emails from the Strategic lead are still issued with onward learning.</p> <p>L&OD will continue with the new student officers give a more in depth learning package for this topic.</p> <p>Continued grip and overview by the strategic lead has become business as usual – compliance is not expected to improve further until the process is fully digitalised which will not happen due to the expense in coding with the developer.</p> <p>The implementation of the 2 Tier system [late 2023] will include the cessation of Cannabis Warning , community resolutions and PNDs.</p>	<p>Head of CJS Services</p> <p>Ch. Supt Head of Local Policing</p>	<p>CLOSED - this has been closed. This was discussed with the Head of Strategic Development. The Force is of the view that further progress is unlikely and the step change will be 2 Tier Out of Court Disposals</p>	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
			Extended to July 2021 Now November 2021 to further assess performance	<u>TIER 2 OOCd update</u> Update below from Gateway 2 report which is going to PMO in November 2021 for permission to proceed with the Out of Court Disposals (OOCd) project. Overall project timeline: Full implementation for April 2023, approximately 16 Months to deliver the project.		process implementation (late 2023). Action Closed. The most recent audit had a pass rate of 81%.	

The Poor Relation - The police and CPS response to crimes against older people

A national report by HMICFRS
Published July 2019

This report makes 23 recommendations, 5 of which are for force.4 recommendations are complete 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
10	Cause of concern Some victims may not be receiving support services, and some support services don't work as well as they could. This is because the police don't always refer victims when they should, support services don't have ready access to police information, and	AMBER	January 2020 Now December	The HMICFRS report recognises the good work of Economic Crime Victim Care Unit (ECVCU). There has been activity against this recommendation; dip sampling to ensure victim code of practise has been	DCI Head of Major Crime	AMBER - This is progressing but financial challenges	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
	<p>witness care arrangements are sometimes provided separately.</p> <p><u>Recommendation</u> Within six months, chief constables should work with police and crime commissioners and their mayoral equivalents, and other relevant organisations, to review whether victim support services can be provided in a better way.</p>		<p>1-2021 pending appointment of a force Victim Champion A</p> <p>June 2022</p>	<p>complied with – findings reported to Force Crime Standards Board.</p> <p>With regard to non-economic crime victims: The force undertakes dip samples to identify learning which is then reported to the Crime Standards Board, these dip samples include qualitative checks on the service provided.</p> <p><u>Next Steps</u> Evidence that victims services have been reviewed [with partners] to establish if they can be enhanced, is still required.</p> <p>This element was being progressed by the force Victim Champion via Virtual victim journey workshops. However progress has stalled with the secondment of the victim champion to another role.</p> <p>Under Transform the need for a champion has been recognised to work within the Force Resolution Centre.</p> <p>This position has not been filled at this time.</p>		<p>are delaying completing. A position paper on Victim Services is on the agenda as a deep dive .. This will coincide with SWP revisit to recruit for the post previously put on hold due to financial challenges.</p>	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
				<p>A DCI took up the role of temporary Victim Champion until Transform can recruit and embed the new civilian Champion.</p> <p>The aims of the DCI were to:</p> <ol style="list-style-type: none">1. reignite the above mentioned 'Victim Virtual Journey' workshops to establish the current workflows and introduce measures to improve performance and satisfaction.2. carry out benchmarking, consultation and include partners to inform decision making and3. introduce new systems/SOP where necessary. <p><u>January Update</u></p> <ol style="list-style-type: none">1. A role profile is currently being drafted for a victim service manager following submission to Local Resources Planning Meeting (LRPM) to be submitted to Strategic Workforce Planning (SWP) in Feb.2. A working group will be formed with representatives from each police area to understand the victim journey within the CoLP. This journey will then be documented. Learning from across the organisation will be shared to provide			


Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
				<p>policy to introduce consistency of approach across the organisation.</p> <p>3. As part of the new HQ services victim service measures will be introduced and monitored as part of the work on MI data.</p> <p>A position paper on Victim Services is on this agenda as part of a deep dive requested by the Chair. This will coincide with SWP revisit to recruit for the post previously put on hold due to financial challenges.</p>			

PEEL 2018/2019

A force report by HMICFRS

Published May 2019

This report makes 11 areas for improvement for the force; 10 complete 1 to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
2	<p>Area for Improvement</p> <p>The force should implement a process to get feedback from vulnerable victims.</p>	AMBER	<p>December 2019</p> <p>New January 2022</p>	<p>Previously delays to implementing this area for improvement have centred on the absence of resource [Vulnerable Victim Advocate (VVA)] within PPU to undertake the required surveys.</p> <p>This has been resolved but a new issue is presenting.</p>	DCI Head of Major Crime	Amber – progress is being made and first surveys going out in Jan 2022. With this in mind the	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
			Now March 2022	<p>In order to undertake these surveys the VVA requires a list of those to contact – this requires PIU to extract data. This process is not just the running of a report with a criteria, each return record must be examined to ensure the victims meets a set criteria.</p> <p>A meeting was held on the 1/11/2021 [chaired by DCI Head of CJS and Custody] PPU/sector policing /ECD are producing the exclusion criteria and Performance Analysis Manager are producing a sample including hate crime, stalking and harassment, vulnerable Economic Crime victims and lower-level sexual offences in the following week. The existing DA survey questions are being reviewed but should be fit for purpose.</p> <p>The aim is then that the vulnerable victim advocate can then start the surveying as a pilot [expected December 2021] – the force will see how long it takes her to complete the surveys as if it is too time consuming it will impact on her other roles and we may need to consider out sourcing.</p> <p>The Performance Analysis Manager and her team will then do the analysis as they do for DA.</p>		deadline has been moved to March to allow for Survey and other tasks to be completed.	

Recommendations & Areas for Improvement		Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of Travel
				<p><u>January Update</u></p> <p>Progress has been made in that the sample has now been produced by the PIU and circulated. This is currently being scrutinised by PPU and Local Policing to establish the exclusion criteria (to ensure the right victims are contacted).</p> <p>A staged rollout of surveys is required as the sample set for vulnerable Fraud Victims is yet to be formulated.</p> <p>The first cohort of surveys will focus on Domestic Abuse and will commence by the 15/01/2022.</p> <p>The team behind this have asked for a new deadline of March 2022 due to surveys commencing only in January.</p>			

Understanding the difference: the initial police response to hate crime

A national joint report by HMICFRS
Published July 2018

This report makes 15 recommendations. 8 are for the force and 7 of these are complete, 1 is in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment	CoLP Task Owners	Position in January	Direction of travel
8	AMBER	December 2020	This action has been held at WHITE pending the publication of the College of Policing APP.			
		Now December 2021 to establish progress	Following consultation completed November 2019, the College has now published this APP [late 2020] and it is now been considered by the force however this has coincided with the transfer of responsibilities for Hate Crime and the implementation of Transform.			
		Now January 2022 to align with PEEL 2018/2019 [rec 2] above	The deadline has been reset to June 2021 to enable Sector Policing to embed necessary changes The following actions have been developed:			
		Now March 2022 to align with PEEL 2018/2019 [rec 2] above	<p><u>Task [4]</u> Once the additional VVA post is in place – the independent survey of victims of hate crime</p> <p><u>Current Position</u> This action is linked to recommendation 2 PEEL 2018/2019 – a current update is provided above, however the deadline for that action is now January 2022. Both action deadlines now aligned.</p>	AMBER	Head of PPU and Performance Analysis Manager	Amber- this is in progress and is linked to recommendation 2 PEEL 2018/2019. Due to actions being taken now the deadline will



Recommendations & Areas for Improvement	Status	Due Date	Comment	CoLP Task Owners		Position in January	Direction of travel
			<p><u>January Update</u></p> <p>Progress has been made in that the sample set for vulnerable victims has now been produced by the PIU and circulated. This is currently being scrutinised by PPU and Local Policing to establish the exclusion criteria.</p> <p>Ch Inspector Sector Policing is in the process of benchmarking survey activity with other forces. ETA February 2022.</p>			be extended to March 2022.	

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Appendix B

HMICFRS Child Protection Re-Inspection Feedback Overview

The HMICFRS Child Protection Re-Inspection took place at the City of London Police (CoLP) 6th – 10th December 2021. On the 10th the inspection lead gave a HOT debrief to the Chief Officer Team (including the Commissioner) as well as Senior Members of the Specialist Operations Strategic Development and the lead Member for Vulnerability and Safeguarding. The inspection lead praised the officers and staff for their openness and willingness to discuss cases. The information below is a summary of what was discussed in the debrief. Therefore, there is a caveat that between the debrief and the publishing of the report the inspection team can change their opinion on the Force's performance.

Six recommendations were presented in the 2019 report. Overall improvements and strengths were found for all six of them. At the debrief no indication was given by the Inspectorate of whether any would be closed as complete or remain open for further improvement.

During the inspection the team completed 26 case audits, which resulted in 9 = Good, 15 = Require Improvement and 3 = Inadequate. This was a positive change from the results of the 2019 inspection that found 15 cases to be Inadequate.

They found that supervision is far more effective, and cases are less likely to drift and investigation actions to be delayed. Investigating officers for non-internet cases are skilled and all officers are much better at identifying risk to children and making timely referrals. However, work is needed to be done to make sure officers record the voice of all children effected by incidents and crimes with meaningful detail. The inspection team felt more work was needed to improve the way internet cases were dealt with and Peer to Peer Sharing (sexting).

They also found that children in police custody were having to wait longer than expected for the arrival of Appropriate Adults. This is a contracted service which the Force has little direct control over. The Force has already discussed this with the relevant Member of the Police Authority Board.

The inspection team acknowledged that the Force understands the importance of training its workforce and the Learning and Organisational Development team are working to make sure training is provided across the force and that there is a continual learning environment. With being a small force with a small residential population there are a low volume of Child Protection cases, therefore officers need to keep their skills refreshed.

The inspection found that the Police Protection Unit (PPU) had highly motivated staff and are dedicated to their work. There was some concern about the staffing levels and the specialism of some of the supervisory responsibilities. However, the inspection did take place during a time when there had recently been staff promotion and internal movement and PPU were waiting for a new DI to start.

The Areas for Improvement that were discussed in the debrief are being added to our current Child Protection Action Plan so that the relevant teams can start working on those improvements in advance of the full report being published.

The full 2019 HMICFRS Child Protection Inspection Report can be found here-
<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/city-of-london-national-child-protection-inspection/>

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Committee(s): Strategic Planning and Performance Committee Police Authority Board	Dated: 7 th February 2022 16 th February 2022
Subject: Quarterly Community Engagement Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1. People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 10-22	For Information
Report authors: HQ, Sector Policing, Specialist Operations	

Summary

This report provides the quarterly update (October to December 2021) on engagement taking place across the City of London Police area within the following areas: (1) Counter Terrorism (CT) and Prevent; (2) Safeguarding the Vulnerable; (3) PREVENTion of Fraud and Cyber Crime; (4) Anti-Social Behaviour (ASB) and Sector Policing; (5) Engagement with the Independent Advisory and Scrutiny Group (IASG)

- 1. Counter Terrorism and Prevent:** Work within CT continues and although at the start of this period face to face Prevent training sessions increased as more staff returned to the workplace, this again started to decrease in December with many following government guidelines and commencing working from home again.
- 2. Safeguarding the Vulnerable:** The Public Protection Unit (PPU) has focussed on 'staying safe in the City'. PPU, COL Community Safety Team and the Vulnerable Victim Advocate have rolled out a number of sessions to City businesses with a view to improve confidence and enhance the knowledge and understanding of those attending. This has been coupled with a relaunch of the 'Ask for Angela' campaign.
- 3. PREVENTion of Fraud and Cyber Crime:** December marks the end of a very successful year for Cyber Griffin. In 2021, the programme trained more than 10,000 people and partnered with 180 new businesses. For Fraud, a bespoke high-harm romance fraud investigation guide has been sent out to all forces and regions in England and Wales.
- 4. ASB and Sector Policing:** . Compared to the same months in 2020, this is a 33% increase in ASB reports in 2020-21, however as with Crime comparing

to 2020 is problematic owing to the various periods of restrictions so, when compared to 2019, the last normal operational year, there has been a decrease of 22%. Engagement by the Dedicated Ward Officers continues with a number of initiatives.

5. **Independent Advisory Scrutiny Group (IASG) Engagement:** IASG members continue to provide constructive advice to the Force in respect of both National and Local matters, including operations and events where there is propensity for community impact/tension/sentiment and on specific promotion and selection processes. Plans are underway to introduce a Youth Independent Advisory Group (YIAG), which will be administered by the Partnership and Prevention Hub (P&P Hub).
6. There are also brief updates on engagement around recruitment, partnership working with CoL and Integrated Offender Management.

Recommendation

Members are asked to note the report.

Main Report

1. Counter Terrorism and Prevent

PREVENT

Referrals

- 1.0 The Prevent team has received no new Prevent referrals during this period. Of our two remaining cases (rough sleepers), one has been transferred to the Metropolitan Police Prevent Team @ Newham to manage as the individual has been provided with accommodation in their area. The second is still being managed by the CoLP and CoL. This individual has made excellent progress and continues to engage with the outreach teams. As such, it is looking likely that this case will be closed/monitored in the coming weeks pending Chanel Panel approval.

Prevent awareness sessions, meetings / media and stalls:

- 1.1 Although at the start of this period, face to face Prevent training sessions increased as more staff returned to the workplace following Covid-19 absences, face to face sessions started to decrease again in December with many following government guidelines and commencing working from home in totality again. The Prevent team continue to engage with the CoLP Vulnerability Working Group (VWG) as the 14th strand of vulnerability to ensure radicalisation is considered in all areas of policing.

- 1.2 The Prevent team are in regular contact with the Counter Terrorism Policing HQ National Prevent team via conference calls and e-mails. The Prevent coordinator attends a national co-ordinators meeting bi-weekly, and a weekly London regional meeting to ensure awareness and engagement with regional and national teams, products and processes.

Stalls/Engagement

- 1.3 Stalls/in person engagement was starting to increase following COVID-19. The Counter Terrorism Case Officer (CTCO) held stalls at the Coventry University (City branch) Freshers Fair, Guildhall School Music and Drama and at the Terrorism Survivors Event held at Aviva. The CTCO has also engaged with many business/partners during this period providing training sessions, the majority of which were via Teams with some face-to-face delivery. Engagement included CoL Members, CoL Apprentices, CoLP new starters/transferees, TFL, Virgin Active, Aviva, CJS Security, Paternoster Forum, Heron Tower, One New Change, Coventry University (Middlesex St Campus), Charterhouse School (staff input) and the Guildhall School Music and Drama.
- 1.4 Further engagement planned in the coming months with Heron Tower, Guildhall School of Music and Drama, 200 Aldersgate St and Friends of City Churches. Engagement continues with all businesses/partners where opportunities arise.

Internal Women's Network/Islamic Women's Network

- 1.5 Prevent officers continue to support various police and local networks to ensure an understanding of Prevent and the knowledge and confidence to come forward with any concerns they may have.

Practical Training Package

- 1.6 The Prevent team delivers a training package to identify signs of radicalisation and what to do when this occurs. The package includes a case study, the definition of radicalisation, the aim of the Contest Strategy and understanding of the 4 P's and where Prevent sits in the force. During the last reporting period 13 external 1 hour training/awareness sessions have been delivered. This work will be ongoing in the force to provide guidance and understanding to officers around Prevent.
- 1.7 The CTCO has delivered Prevent training/awareness sessions to all officers on the Sector Policing uniform groups, covering the mandated Counter Terrorism training sessions. The CTCO also trains all new joiners and transferees in Prevent awareness. During the last reporting period 1 internal, 1 hour training/awareness session has been delivered. They are now planning further deliveries across uniformed officer teams. Special Branch and CT Protect officers have also undertaken bite-size training in Prevent to better understand the role and support the Prevent CTCO where required.

Regional Meeting/Training

- 1.8 The Prevent team is continuing to work with the Prevent teams from around the country looking at the best ways for improving professional and best practice.

CT Local Profile (CTLP)

- 1.9 We are about to embark on compiling the new CTLP for 2022, with engagement planned for the local community/partners in January 2022. This is a police orientated report outlining the threat and vulnerability from terrorism related activity within a specific area. This will commence with an online MS Teams event on the 01/02/22 and all stakeholders will be invited and offered the opportunity to find out more about the process and how they can get involved. A number of outside speakers from SO15 will provide an input at the forum.

Collaborative Working with Corporation of London Prevent Lead

- 1.10 The CTCO and CoL have agreed and finalised a joint action plan to ensure progress and delivery of products and services is shared and joined up. The CoL Prevent officer is leaving post in January 2022 with recruitment ongoing for a replacement.

PREPARE & PROTECT

Counter Terrorism Security Adviser (CTSA) team:

- 1.11 The CTSA team proactively support the Protect and Prepare elements of the national CONTEST Strategy, delivering on protective security advice, CT awareness, both physical and people security measures and ensuring our community is prepared as possible in dealing with a terrorist attack. A fundamental part of the CTSA role is face to face engagement, assessment, and product delivery. Covid-19 pushed a lot of engagement to remote methods, however during this reporting period we have seen a gradual return to the office for many City workers, therefore CTSA engagement is now a mix of both face to face and remote delivery.
- 1.12 The CTSA's have delivered training packages to businesses during this period such as See Check and Notify (SCaN) to over 250 delegates and ACT (Action Counters Terrorism – Awareness and Operational) to 150 delegates. A tabletop exercise has also been held for a key site in the City. Various forms of engagement have continued with our Critical National Infrastructure (CNI) sites plus other sites that ask for any assistance. The CTSA team has reviewed 20 pavement licences during this period.
- 1.13 The team has continued to support the City of London Corporation through the Public Realm Security Advisory Board (PRSAB). The team has also continued with the crowded places assessments. The team has supported national

Counter Terrorism Policing to address emerging threats because of COVID 19 and we have several officers as national SPOCS.

- 1.14 The team continue to support partners within the City of London Corporation including the public realm and planning teams. The CTSA team supported the local authority in providing security assessments on applications for table and chair licenses, this was due to concern that these would become new crowded places. This was a new partnership which has become business as usual and has improved the physical security of more of the City's crowded places. Applications for these licences have slowed during this reporting period. The CTSA office also continue to support external partners such as TfL on security plans and projects.
- 1.15 They have continued to develop our ESRI application (Geographical information system mapping), expanding it to include bespoke dashboards for both our CTSA's and Servator departments. This will allow a greater level of communication and interoperability between departments and units in the future. We are also looking at developing and implementing an ESRI Hub system to allow information sharing between ourselves and the Corporation. This system will allow a two-way communication between businesses and the police around any relevant issues.
- 1.16 The CTSA office continue to work closely with our Design Out Crime Officers (DOCO's) to ensure security matters are addressed at the earliest opportunity (architectural design phases). Engagement continues with all businesses/partners where opportunities arise.

Practical Training Package

- 1.17 The CTSA's have continued to deliver training packages to businesses such as See Check and Notify (SCaN) to over 250 delegates and ACT (Action Counters Terrorism) to 150 delegates. A tabletop exercise has also been held for a key site in the City.

Regional Meeting/Training

- 1.18 The CTSA office have been liaising with NaCTSO (National Counter Terrorism Security Office) and Homeland Security around two major pieces of work – Public Accessible Locations (PALs) and The Protect Duty. The CTSA have been actively taking part in consultations and workshops to help shape future legislation.
- 1.19 The CTSA office have been planning a CT Awareness Day (CT 2022) to take place in January, which will provide an opportunity for inputs to be given to key partners around the national threat picture and the work being conducted locally within the CTSA office. Guest speakers from NaCTSO, CPNI and others will be in attendance.

PURSUE

- 1.20 The pursue detectives engage with business primarily because of Op Lightning-hostile reconnaissance activity reported by SCaN trained security guarding. This partnership working allows for early notification of risks that may harm the City. Detectives provide guidance to guarding colleges on improvements to notifications to police which on occasions can be delayed, CCTV evidence gathering and security improvements.
- 1.21 A training package has been developed primarily for police officers on how to deal with an arrested person for hostile reconnaissance. This has allowed the officers to have a greater awareness when dealing with detainees adding to their knowledge which promotes better engagement with the community when dealing with these types of incidents.

2. Safeguarding and Vulnerability

- 2.0 Since the last reporting period and the changing landscape in relation to Covid and the easing and reintroduction of restrictions, the COLP has maintained an active role in community engagement around Violence against Woman and Girls (VAWG).
- 2.1 In October COLP and partners relaunched 'Ask for Angela' at a well-attended event. Over 50 licensed premises representatives attended. *Ask for Angela* is the name of a campaign in England that started in 2016 that is used by bars and other venues to keep people safe from sexual assault by using a codeword to identify when they are in danger or are in an uncomfortable situation. This publicised relaunch covered not only to licensed premises, but the wider police audience as officers from various departments attended the launch. It is the ambition to roll this out to another 100 licensed premises within the next quarter.
- 2.2 The Public Protection Unit (PPU), COL Community Safety Team and Vulnerable Victim Advocate produced an input on staying safe in the City. This was created for the City business community and focused on how men can help woman feel safer and looked to improve public confidence in the police. To date the presentation has been delivered virtually and face to face to ten businesses, including banks, security companies and building management. The presentations have been well received with requests for further inputs to be provided. There has been a slight increase in crime reporting for the crime types discussed during the inputs (stalking and harassment) which may be due to an enhanced understanding of the offence, and therefore an increased awareness and motivation to report.
- 2.3 The PPU continue to work closely with City schools and has provided an input at a teacher training day event. They also continue to provide '*insight hours*' and webinars for partners in conjunction with the CoL Corporation.

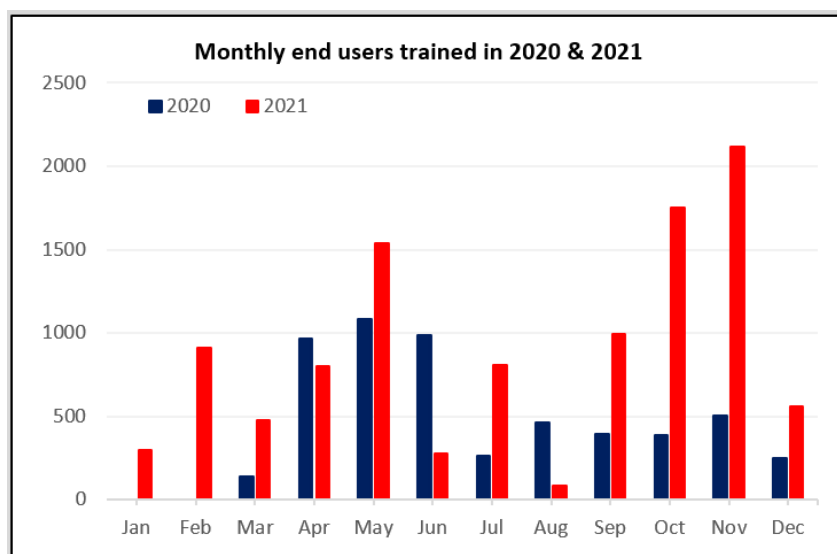
2.4 In the coming months Operation MAKESAFE¹ will be implemented, this will enable police to test the response of City hotels, now they have returned to business as usual in many areas. This will help inform the conference planned for the City hotel network in May 2022 as the results of the operation are reported to inform learning and bring the training to life. It is hoped the conference will build on the positive work previously achieved which saw an increase in reports from hotel staff across all areas of vulnerability.

3. PREVENTion of Fraud and Cyber Crime

3.0 December marks the end of a highly successful year for Cyber Griffin. In 2021, the programme trained more than 10,000 people and partnered with 180 new businesses.

3.1 In the last quarter the intelligence-led Baseline Briefing became a Continuous Professional Development (CPD) accredited product. Looking ahead, 38 services are scheduled for the first quarter of 2022 with this figure expected to rise. In 2022, Cyber Griffin also aims to release a new Incident Response Exercise which is the product of a 3-year research partnership between Bristol University and the City of London Police. Feedback continues to show that Cyber Griffin is a very highly regarded protection service within the Square Mile. For details of all the services currently offered by Cyber Griffin please visit: www.cybergriffin.police.uk

3.2 Monthly end users trained in 2021 compared to 2020



3.3 Performance against KPIs

Metric	Total	Targets	Percentage Achieved
End users trained	10,392	7,000	148%
Services Conducted	268	150	179%
New Businesses	180	100	180%

¹ Operation Makesafe has been developed in partnership with London's boroughs to raise awareness of child sexual exploitation in the business community, such as hotel groups, taxi companies and licensed premises. It has been rolled out in other forces nationally.

3.4 Q3/2021 Performance

			Services Conducted	Av. Attendees	Total Attendees	New Clients
October	Core Service	Baseline Briefing	20	65	1,304	
		Table Top Exercise	4	20	81	
		Incident Response Training	2	7	13	
		Cyber Capability Assessment	2	2	4	
		Misc. Presentation	3	45	136	
	Running Totals	Month	31		1,754	15
		2021	227		7,718	145
		Cyber Griffin Programme	633		18,828	601
November	Core Service	Baseline Briefing	12	35	422	
		Table Top Exercise	0	0	0	
		Incident Response Training	0	0	0	
		Cyber Capability Assessment	1	2	2	
		Misc. Presentation	4	424	1,694	
	Running Totals	Month	17		2,118	25
		2021	244		9,836	170
		Cyber Griffin Programme	650		20,946	626
December	Core Service	Baseline Briefing	9	37	332	
		Table Top Exercise	5	18	89	
		Incident Response Training	3	20	60	
		Cyber Capability Assessment	4	3	13	
		Misc. Presentation	3	21	62	
	Running Totals	Month	24		556	10
		2021	268		10,392	180
		Cyber Griffin Programme	674		21,502	636

PREVENTion of Fraud

Dedicated Card Payment Crime Unit (DCPCU)

- 3.5 Between October and December 2021, 39 engagements have been completed delivering to 7765 people. The engagements have continued to expand and diversify in range to include topics such as criminal and victim psychology, vulnerability, romance fraud and other specific fraud types. The most popular of which has been Cryptocurrency, accounting for 37% of all engagements.

- 3.6 The DCPCU is seen as having unique insight on fraud, cybercrime, and technology. As a result, the protect team are working with Dr Liz Carter from the University of Roehampton to publish a paper on their insight and design a Theoretical Framework. Exploring the psychology, cognitive biases, and how cyber-enabled fraud counters our intuition and results in greater vulnerability. The intention is to provide robust recommendations to the industry around technology design, victim engagement and prevention.
- 3.7 In December the DCPCU Protect Team were named a winner at the National Tackling Economic Crime Awards (TECAs). The TECAs are designed to recognise and reward individuals and teams from a public, private or third sector setting all centred on combating economic crime. The Team won their category for *Outstanding Training Initiative*. By introducing more specialist subject matter over the course of the year, such as the psychology of fraud and cryptocurrency, the judges recognised this as having “clear and tangible benefits to the sector”.
- 3.8 Finance and Police Liaison Event (FPL) - In conjunction with the National Police Chiefs Council (NPCC), UK Finance and major stakeholders, the Protect Team lead the FPL. Understanding the challenging relationship between the financial industry and law enforcement, the event is designed to draw the two parties together for CPD and professional insight into their respective work.

Fraud Operations Victim Contact Unit

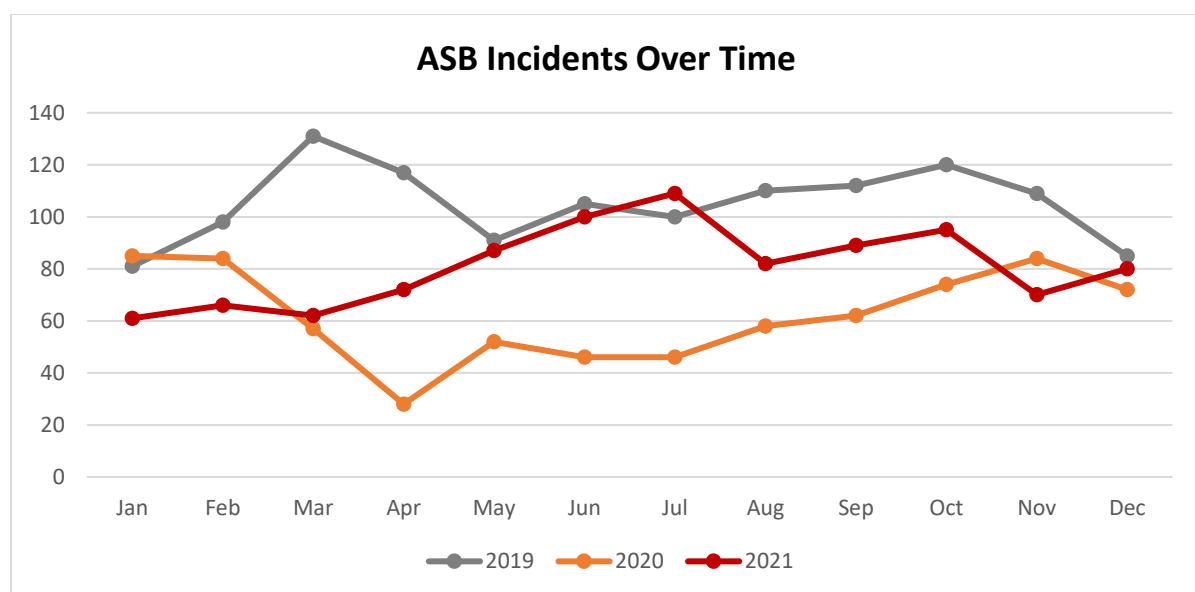
- 3.9 The Unit has increased activity and community engagement levels since the beginning of 2021 for City Residents. The main example of this has been the Call Blocker Project which began in April. Since the commencement of this project 10 City residents have been engaged with and Units distributed – 1 of these being within the last quarter. Last month the VCU organised a session for the Force with the Unit supplier TrueCall which attracted interest from across the force including volunteers and Dedicated Ward Officers who assist with Installation.
- 3.10 Since October 2021, 10 data sets of reports for City Victims have been received from NFIB Outputs which equates to 4319 reports from Individuals and Organisations. This includes bulk uploads from Banks so is not representative of Victim numbers. All individuals who have requested support have been contacted by the VCU. 28% of Organisation Victims contacted have engaged with Cyber Griffin Support services which the VCU now coordinate in a new project which began in July 2021.
- 3.11 Activity planned for the next quarter includes looking at ways of increasing support uptake for Organisations within the City so they are better protected. The VCU team will also be engaging with City trading standards in the new year to share working practices and improve collaboration.

4. ASB and Sector Policing

Anti-Social Behaviour (ASB)

- 4.0 Levels of reporting decreased significantly during the first national lockdown but did not see a similar decrease for the 2021 lockdown, levels peaked in the summer months this year but have been lower in the current period.
- 4.1 Levels across the year are higher than those reported in 2020 but generally lower than those from 2019.
- 4.2 The main type of ASB reported is Inconsiderate Behaviour (which can cover many types of incident) and there was also a noticeable increase in the categories of begging and vagrancy.
- 4.3 Groups making lots of noise in both public areas and private dwellings has been the key concern this period along with members of the public being abusive to workers inside shops, restaurants, and cafes and causing a nuisance when staying in hotels also.
- 4.4 ASB incidents appear to have decreased on Thursdays and risen on Fridays through to the weekend.
- 4.5 Repeat ASB cases are assessed/investigated via the Community MARAC, Community Trigger Process and/or Professionals Meetings. There have been no Community Triggers during this reporting period. There have been 2 repeat ASB cases of note; a resident at Bishopsgate, which is being managed via MARAC, and another concerning the City Afghan Refugees, managed via a 'standalone professionals' working group.

4.6 ASB Incident Data by Month

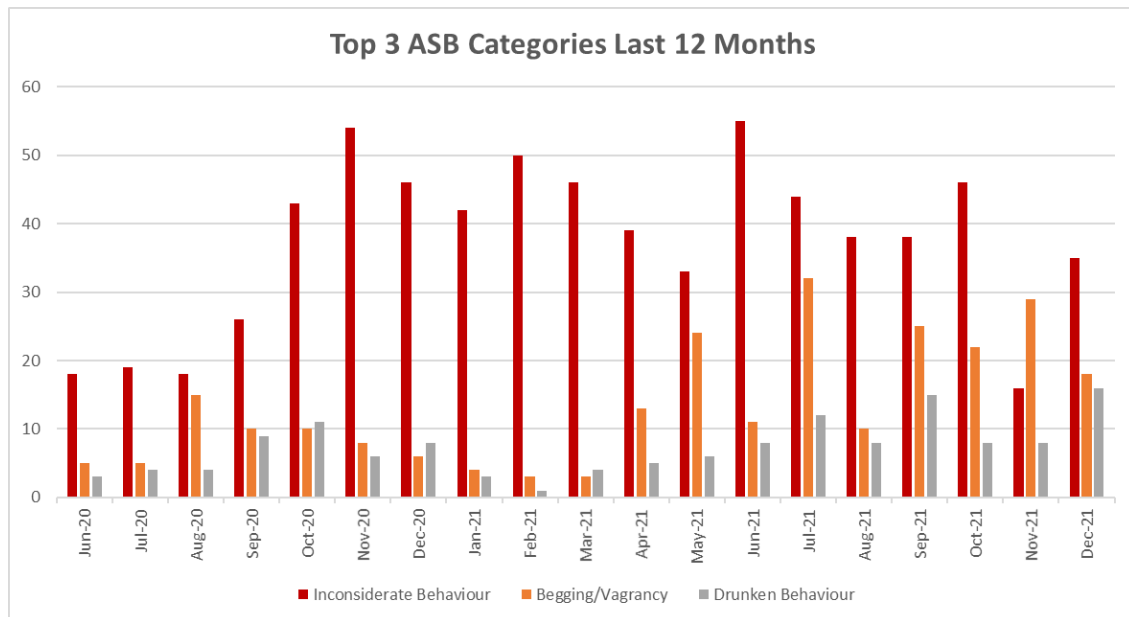


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2019	81	98	131	117	91	105	100	110	112	120	109	85
2020	85	84	57	28	52	46	46	58	62	74	84	72
2021	61	66	62	72	87	100	109	82	89	95	70	80

- 4.7 The number of ASB incidents started to decrease in August, after a continuous rise over the summer months. Reports have increased slowly since August, but not to the levels seen in June and July.
- 4.8 On average there have been 82 incidents reported a month between October and December. Compared to these months in 2020 we have seen a 6.5% increase in ASB reports this year however compared to 2019 there has been a decrease of 22% in ASB reports.
- 4.9 The top three wards where ASB incidents took place this quarter are Bishopsgate (44), Tower (24) and Castle Baynard (23).

Highest Recorded Categories

- 4.10 In this period Inconsiderate Behaviour (n=97) is the most reported category of ASB with all other categories having very few reports. The next most common are Begging/Vagrancy (n=69) and Drunken Behaviour(n=32). Noise Nuisance was commonly reported during the pandemic but then settled down earlier in the year but has reappeared as a common complaint once again this quarter. There was just one report in relation to use of fireworks in November.
- 4.11 After reviewing records classified as 'Inconsiderate Behaviour' some records could have been recorded in other categories as they have referred to specific behaviours such as drunkenness, playing loud music, throwing objects etc. Categorisation is based on the recording officer's interpretation and where some incidents refer to multiple categories they may have been recorded against inconsiderate behaviour as a catch-all. This could explain why it is always the most prevalent category.



4.12 In terms of trend- the above graph shows how inconsiderate behaviour reports saw a sharp increase through August-November 2020 before remaining mostly at this higher level through 2020 with some fluctuations between December and July 2021. There has been a slight increase in October 2021 in comparison to the last few months however this fell again in November 2021. The levels of inconsiderate behaviour are on average 32% lower compared the same reporting period last year. Inconsiderate behaviour reports in the current period included a large number of complaints about large groups of people intoxicated and making noise. There have also been several reports of inconsiderate behaviour on buses.

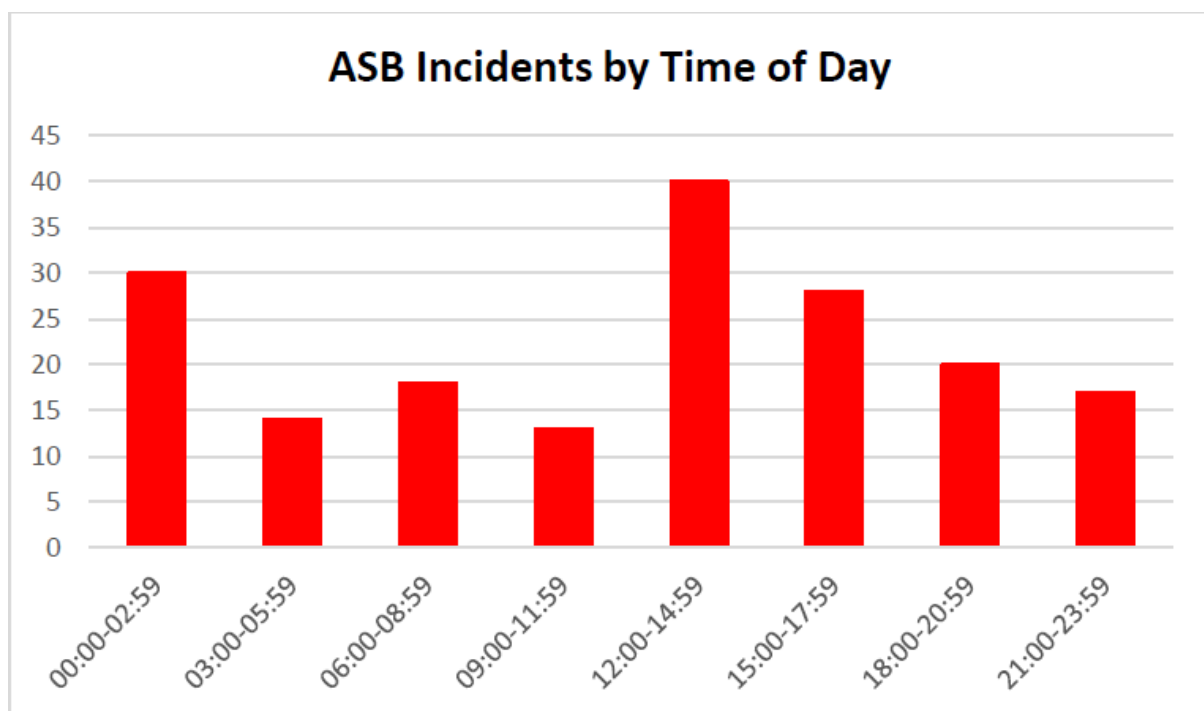
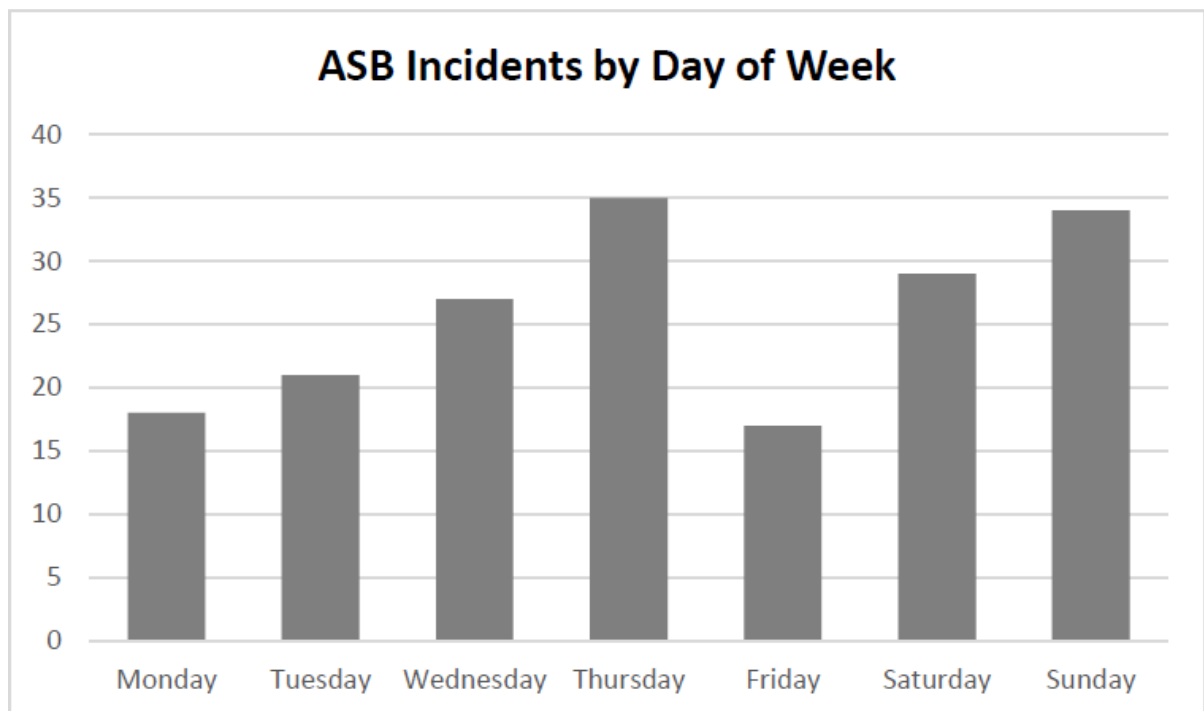
4.13 'Begging/Vagrancy' reports have seen a significant increase in this reporting period compared to the last few months and the same reporting period last year, this could be due to the focus in this area from Operation Luscombe².

4.14 There has been a slight increase in Drunken Behaviour on average compared to the same period last year.

4.15 There were 2 reports of 'Inappropriate Fireworks Use' at the end of October. An emerging theme over the last couple of months is the reporting of groups suspected to be using drugs or the smell of drugs coming from neighbouring properties.

² Operation Luscombe is the City of London Police Operation to combat begging and signpost individuals to additional/ support services as a result of a community trigger. This operation has also been rolled out in other Forces.

Time/Days of the Week



4.16 In the current period. Incidents are more commonly reported on Saturdays/ Sundays and Thursday, lowest reporting levels occur at the start of the week on Mondays and Tuesdays.

4.17 The Reporting of all ASB incidents in the current period are shown in the above graph broken down by three hour periods across the day. Incident reports occur most frequently from late afternoon into the evening peaking between 12:00 -

17:59 they also increase again between 00:00 – 02:59 and are at their lowest between 03:00 and 05:59.

- 4.18 Repeat cases/locations are subject to regular reviews. Environmental Visual Audits (EVA), Community MARAC (if proportionate) are two methods used to problem solve persistent ASB in our police area. Other options include factoring in specific patrols for the DWOs, via daily taskings. The Daily Crime Meeting (DCM) along with the morning sector meeting allow for prompt and effective allocation of taskings.

Forward Look

- 4.19 A company were commissioned by CoLC to carry out a review of the current ASB response in the city. This ASB Service Review consisted of a series of interviews and information gathering with all relevant stakeholders, to help develop a report of finding and identify areas for improvement. It has also helped draft policy and procedure, thereby ensuring that services are continuing to develop and progress, with a view of improving outcomes for residents and businesses experiencing ASB in the City. In order to look at the recommendations in detail and make decisions on how best to progress in partnership, CoLC and CoLP will formulate a Working Group in early 2022.

Partnership Working with the City of London Corporation

- 4.20 **Amazon Schools Project (CoLP, CoLC, AWS, Princes Trust);** The theme of the *2021 AWS City of London Digital Project* will cover the impacts of social media on young people, and in particular cyber bullying. The Project will introduce young people to careers in technology and the Police, and they will also discover how to protect and use the technology in a safe and positive manner. The end result will enable students to develop skills and prepare them for making decisions about their future. The target audience will be sixty young adults (16-19 year olds) from across six City of London schools (Independent and Academies) over three workshops. This is being run as a pilot scheme within the City with a vision to assess post the project and promulgate further and run as part of an annual plan of young adult engagement.
- 4.21 **Afghan Refugees;** CoLC and CoLP worked with the Home Office to welcome over 450 refugees to the City, housed at two locations within the square mile. Dedicated Ward Officers (DWOs) visit the locations regularly and engage with the refugees, staff and Charity workers as part of their routine patrols to build a good relationship. There have also been additional joint patrols with CoLC to the local community in these areas. Partners have worked together to plan and implement a number of activities, including but not limited to; sports sessions, educational inputs and the giving of presents to children for Christmas/the holiday season.

- 4.22 **St. Pauls Cathedral Constables³**; Sector Policing are working closely with St. Pauls Cathedral to introduce *Cathedral Constables*, who will be the initial *Police contact* for all reported incidents inside the Cathedral and its Precincts. If necessary, the St Paul's Cathedral Constables will request the assistance of City of London Police for attendance at, and investigation of, incidents. Handovers or shared responsibility will follow consultation between the relevant senior City of London police officer and the Head of Security and Resilience at the Cathedral.

Dedicated Ward Officers (DWO) and Licensing

- 4.23 **Cluster Panels/Meetings**; The Panels will decide upon '*promises*' for the area by examining the results of community consultation and research by police and partners. This will include taking account of results from public events and meetings where the community have voiced concerns. In addition to promise setting, the panels should also be fully involved in deciding what type of action should be taken to address local concerns and have input around a problem-solving approach. These meetings will commence from Jan/Feb 2022 (subject to COVID-19 National updates/guidance).
- 4.24 **Cadets**; The City of London Police Volunteer Cadet Unit (VPC) relaunched in September 2021; it already has a cohort of 27 cadets aged between 13-18 years old and is gaining National attention/recognition. Cadets are welcomed from any background, social group, gender, ethnicity, or ability/disability. Thus far, cadets have been trained in first aid, drill, key communication skills and criminal justice/crime prevention. They have been deployed alongside officers and staff at a number of high-profile events and policing operations, with several more planned for 2022.

Diversity Data

Male 11
Female 16
White English 7
Black British 2
White any other background 5
Pakistani 1
White Irish and British 2
White and Asian 2
Any Other Ethnic Group 1
White and Black Caribbean 2
White Other, Multiple Ethnic Backgrounds 2
Black Caribbean 1
Rather Not Say 2

- 4.25 **Christmas Campaign**; This period saw the launch of the City's Christmas Campaign – Op Illuminate. A number of activities/initiatives formed the basis of the campaign including *Night Safety Hubs* in partnership with CoLC, St John

³ Constables at St Paul's Cathedral are attested and hold the powers of Constable within the Cathedral's precinct. As attested constables the Cathedral Constables are permitted to use reasonable force by virtue of their attestation under section 117 of the Police and Criminal Evidence Act 1984.

Ambulance and Victim Support to offer temporary refuge, police support or medical attention; Joint Working with MPS and BTP to patrol in and around City transport hubs; Increased police presence in busy places linked to the Night Time Economy using uniformed and plain clothes officers, and a range of other police resources/tactics. A number of arrests, interventions and other disposals were recorded throughout the campaign. During the campaign crime reduced by 23% compared to the proceeding seven week period.

- 4.26 **Communications;** DWOs continue to use Next-door (social media platform) to update residents on local policing activity. This year 743 new residents joined (101% increase from 2020), and the team helped the community stay connected and updated on the latest local news and insights by sharing 232 posts. Further, posts reached a total of 5942 residents, received 59 reactions, and 35 comments. For Elected Members, the monthly Briefing Note continues to update on Sector Policing activity to address crime and ASB. For businesses, messaging via Skyline and a Sector email distribution list (for event/protest updates) continues to be well received.

Integrated Offender Management

- 4.27 The IOM Team continue to proactively monitor local crime recording and intelligence systems to identify nominals causing criminality in the City. Thereafter, the team has developed a number of management plans and sought to impose restrictive orders to deter further criminality. As such, the Team have continued to progress Criminal Behaviour Order (CBO) applications during this reporting period, with 9 applications currently in the Courts. 2 applications have lapsed, i.e. the defendant has not committed further offences over a 2-year period. The Team are currently working on 50+ persons/prolific offenders (at various stages of the application process).
- 4.28 CoLP is 1 of 18 forces included in the Acquisitive Crime Electronic Monitoring Project. It involves a data sharing process with the Ministry of Justice, where they map offence locations and times before overlaying this with tag data for a specific cohort of offenders. A for information report was previously submitted to PAB on this matter.
- 4.29 The project is aimed at reducing reoffending and is fully explained to those individuals who are tagged as part of the project. Initial pathfinder Force data suggests the project generates a proximity alert – presence of a tagged offender to a crime within a time and distance window – for about 1% of crimes submitted. CoLP have had 1 proximity alert since going live in October.
- 4.30 This was assessed by the IOM team and further mapping data of the tagged individual was requested. The offence was a TOMV and data was considered against additional vehicle tracker information. The offender had no vehicle crime history and did not map against the later vehicle track data. We were able to rationalise an exclusion as a suspect, with relevant information being passed to the offence OIC to comply with CPIA/disclosure.

Recruitment

- 4.31 Recruitment for the next cohort of new student police officers commenced on 17th January 2022. A key part of this work will be reaching out and engaging with harder to reach communities to attract the very best candidates and importantly to attract a diverse applicant pool particularly female and visible ethnic minority applicants.
- 4.32 Our approach will be intense activity of outreach with a dedicated resource over a 4-week period going out into communities in the city but also into areas identified with a rich diversity pool to speak to member of the public, showcase the work of CoLP and to encourage people to apply.
- 4.33 CoLP will be particularly focusing on educational, religious establishments and other key community hubs which have been identified as a rich source of potentially good candidates. This will be supported by a media and communications plan particularly focused to attract underrepresented groups. This also present a good opportunity to raise the profile of CoLP, engage with communities and identify and attract people to other roles such as police staff, cadets, and Special Constabulary opportunities.
- 4.34 Our progress against recruitment will be reported into Police Authority Board as the recruitment and selection process progresses over the coming months.

5. Independent Advisory Scrutiny Group (IASG) Engagement

- 5.0 IASG members continue to provide constructive advice to the Force in respect of both national and local matters, including operations and events where there is propensity for community impact/tension/sentiment. Members have been briefed by Force Thematic Leads on Hate Crime, Vulnerability and Counter-Terrorism.
- 5.1 Plans are underway to introduce a Youth Independent Advisory Group (YIAG), which will be administered by the Partnership and Prevention Hub (P&P Hub). The YIAG will consist of a cohort of members between 13-19 YOA who live, work or who are educated within the City of London.
- 5.2 The purpose of the YIAG will be to facilitate two-way dialogue/act as a conduit between CoLP and Young People for views, opinions, lived experiences on matters affecting policing/National priority areas. In addition, it is anticipated members will help scrutinise current areas of work (i.e. Stop and Search, Use of Force) and contribute to strategic direction, thereby improving legitimacy, public trust and confidence in CoLP.
- 5.3 Learning and Organisational Development (L&OD) are due to meet with the IASG in January 2022 to explore how they can be more involved with student officer training. This will involve them being able to observe different elements of the training and interaction to help reinforce the student learning journey. Members of the IASG have been invited previously to observe training, but this

has been limited to Personal Safety Training. This expansion of access is a new proposal and will be reviewed over the next quarter to examine the benefits and refine the procedure to enhance our interaction and liaison.

Conclusion

- 6.0 The City of London Police continues to engage in a variety of ways detailed in this report with the City Community, and also as part of its responsibilities as National Lead Force for Economic Crime. Members are asked to note the report.

Report co-ordinated by:

Matthew Mountford

T/Superintendent

Headquarters

City of London Police

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Committee(s): Strategic Planning and Performance Committee Police Authority Board	Dated: 7 February 2022 16 February 2022
Subject: Update on Violence against Women and Girls (VAWG) activity	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 12-22	For Information
Report author: DCS Rebecca Riggs; Chief Inspector Carly Humphrey (Leads for CoLP VAWG)	

Summary

The purpose of this report is to provide an update for Members of the Strategic Planning and Performance Committee (SPPC) and the Police Authority Board (PAB).

Further to the last report to your Committee and PAB in November 2021, this report details the strategic progress made by the City of London Police (CoLP) in relation to Violence Against Women and Girls (VAWG)¹, additionally it provides some examples of work completed, and also areas for development over the coming months.

The report details current work at National, Regional and Local level and a copy of the governance structure is attached at Appendix A.

The City of London Corporation has been consulted on this report and joint working is taking place on the national objective of 'Creating Safer Spaces' as detailed in Appendix B.

Recommendation(s)

Members are asked to note the report

¹ This document uses the following Home Office definition of VAWG: "The term 'violence against women and girls' refers to acts of violence or abuse that we know disproportionately affect women and girls. Crimes and behaviour covered by this term include rape and other sexual offences, domestic abuse, stalking, 'honour'-based abuse (including female genital mutilation, forced marriage, and 'honour' killings), as well as many others, including offences committed online."

Main Report

Background

1. Members will be aware of the national and local focus on VAWG and detail of the background to this report was fully described in the previous report to your Committee and PAB in November 2021.

Current Position

National

2. A clear direction has been set by the NPCC (National Police Chiefs Council) lead for VAWG, DCC Maggie Blyth. This has been communicated to all forces through national working groups and a launch of the NPCC National Framework for Delivery (Year 1) document for VAWG which was disseminated to all forces on the 17 December 2021. This current approach set, clearly supports HM Government's direction and policy on addressing VAWG.
3. The document sets out a broad delivery plan which is organised under three overarching objectives:
 1. Improving Trust and Confidence in Policing;
 2. Relentlessly Pursuing Perpetrators;
 3. Creating Safer Spaces.
3. All forces have been given a deadline of the 30 June 2022 to demonstrate how they will deliver on the plan. This is a policing centric document with acknowledgement that it will need to be broadened to focus on partnership approaches and the wider community in the coming years. At this point the clear crossover with the City of London Corporation (CoL) is objective 3- Creating Safer Spaces and this has been discussed with partners at CoL.
4. DCS Rebecca Riggs has been included throughout and participated in the planning stages of the development of the national strategic delivery plan to ensure a close understanding of the requirements and time frames.
5. As VAWG is not a specific crime type, but rather an issue that cuts across all strands of policing both internal and external, governance structures have been mapped and agreed to avoid duplication and maximise efficiency and effectiveness. (See attached Appendix A).

Regional

6. Arrangements have already taken place with the Metropolitan Police Service (MPS) and British Transport Police to ensure a consistency of approach across London. This will be supplemented by regular strategic

meetings and updates to share good practice and mirror responses and activities.

Local

7. Assistant Commissioner (AC) Paul Betts has been appointed the Strategic lead for VAWG within the City of London Police and the response to VAWG has been recognised and prioritised within the currently new draft Policing Plan for 2022 – 2025.
8. A Strategic Delivery plan, in line with the national framework set by DCC Blyth, but also bespoke to specific requirements for the City of London Police, has been drafted and circulated internally for comment and amendment. The plan is designed to demonstrate the outcomes we seek to achieve and connect these, via a baseline action plan to the activities that are being prioritised now and those that will be developed and implemented in the medium and long term. It has already been arranged that, once the final version is agreed, it will be Peer reviewed by a Detective Chief Superintendent from Devon and Cornwall Police. There is a requirement that this plan is published by 31st March 2022.
9. A monthly 'Renewing, Rebuilding Confidence and Trust Strategic Steering group' has been formed and is chaired by AC Betts to provide direction, co-ordination and prioritisation. The Terms of Reference for the Group have been drawn up and agreed strategic leads across all areas of the City of London Police have been identified to deliver activities aligned to the delivery Plan.
10. An Action Plan/ baseline of activities has been drawn up and appropriate Senior Leadership Team (SLT) leads have been identified to both drive progress and be accountable for performance improvement. The baseline will be updated and scrutinised monthly by the Strategic Steering Group and a RAG assessment for each pillar, principle and associated activity assessed and assigned.
11. As Independent scrutiny is also required (by the National Strategic Delivery plan) the Force is exploring IASG representation at the group on a quarterly basis, and there will be further updates to the SPPC and PAB for Member oversight and scrutiny.
12. It is the Force's intention to make all governance documents relating to VAWG available for publication on the COLP external facing website to demonstrate transparency and promote accountability for every step.
13. An overarching VAWG threat assessment and problem profile has also been commissioned looking at the data from the last three years to provide an intelligence led, evidenced based approach to inform current and future actions.

14. Additionally, whilst awaiting the delivery of the National performance framework from the NPCC lead, CoLP is identifying and baselining various data sets to ensure a quantifiable and qualitative evidence base to demonstrate the improvements made and value achieved.
15. In relation to the 3 National objectives some activity on each of these to date is described in Appendix B.

Conclusion

16. The CoLP continues to work in partnership with the City of London Corporation to enhance the City of London's response to VAWG. This report has highlighted some of the initiatives which have taken place to support this partnership and also our wider delivery of the NPCC VAWG strategy.

Appendice(s)

Appendix A- Current CoLP Governance Structure

Appendix B- Highlights of activity under the 3 NPCC National Objectives

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Renewing and Building Trust and Confidence



Appendix A

Strategic Intent

We are committed and determined to uphold the highest standards of integrity and quality of service. We will bring about a demonstrable and sustained difference to policing attitudes and practice, through three overarching objectives.

AC Betts

Strategic Lead

DCS Riggs

Deputy
Supported by DCI Humphreys

Pursuit of Perpetrators

Crime & Prosecution
(DCS Paterson)

Safer Spaces

Public Confidence, Front
Line Policing and
Partnerships (Chief Supt
Heatley)

Improve Trust and Confidence

Leadership
(DCS Shaw & DCI MacLeod)

Complaints & Disclosure
(D/Supt Robinson)

HR & People
(Julia Perera)

Corporate Communications – Amanda Malyon

Quality Assurance - Chief Supt Atkins

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Appendix B- VAWG Update to February SPPC and PAB

Highlights of progress against NPCC objectives

NPCC Objective 1-Improve Trust and Confidence in Policing

The Force remains committed to upholding the highest professional and personal standards, this is achieved through the application of our Codes of Ethics and Standards of Professional Behaviour continuing to be a key priority in our strategy to improving trust and confidence, both internally and externally.

The City of London Police is actively leading on a number of initiatives to create a supportive and strong 'call it out' culture.

- This includes a focus on the importance of men being upstanders, not bystanders through our 'He for She' campaign, alongside the ongoing promotion of our safe processes for reporting inappropriate behaviours.
- A re-launch of the Code of Ethics and embedding this at all levels to assist in demonstrating to the workforce that the Force supports a culture that is inclusive, both for our staff and the public that we serve.
- Leadership programmes and new mandatory annual values, standards and ethics workshops will be part of this. These will emphasise the importance of staff being open and alert to, challenging inappropriate behaviour or actions that undermine the culture. Our leadership culture will continue to promote and encourage our staff to step forward and raise concerns through our well-publicised, internal and external reporting mechanisms.
- Recruiting the right people with the right skills plays a pivotal role in the growth of the organisation and further improving upon the culture. With an emphasis on improving diversity of the workforce within CoLP, outreach work has already begun in the City and surrounding London boroughs where there exists a more diverse demographic. This will involve both physical engagement and through social media.
- The Professional Standards Department (PSD), has completed a significant amount of work with the MPS to ensure that the internal historical case review of any sexual misconduct investigations, is consistent across London. This also includes a peer review of some cases to ensure absolute objectivity and the promulgation of shared learning and good practice. A full report of the findings will be completed by the end of January. This is being reported to your Professional Standards and Integrity Committee.
- In relation to our Vetting Department, CoLP has reviewed all of the points raised by the NPCC in their letter of requirements to forces and has addressed these as appropriate.
- The CoLP PSD has completed an internal review of the NPCC direction to Chair accelerated hearings wherever grounds are met, and make submissions to the

Chairs of independent panels, wherever appropriate, so that sanctions always meet the gravity of an offence. In addition, to seek judicial review when a decision has been made to retain someone in the service who we believe undermines our culture and trust in standards that the public expects of us. This review has concluded that the PSD already follows this guidance, and it is well embedded into its current practice.

NPCC Objective 2- Relentlessly Pursue Perpetrators

The CoLP is taking a whole system approach to targeting perpetrators, working across London with the relevant local authorities, healthcare, education and other law enforcement agencies. Nationally, there is a deeply felt, and long-standing concern from women, that the criminal justice system does not protect them when they are victims of violent or sexual crimes.

As an organisation the Force is working to improve the detection rates for key crimes including rape and serious sexual offences and working with the Crown Prosecution Service (CPS) to deliver the best criminal justice outcomes.

Currently, there is an absence of a consistent method for the police or the criminal justice system to identify how it is performing in relation to VAWG related crime. This does present challenges in reporting on outcome rates at a force or national level. The HMICFRS recognise that there is a need for a defined set of parameters that can be used consistently by all forces, this will establish whether improvements are being made, and which approaches taken are the most effective.

Highlights

- Vulnerability training is mandatory within the CoLP. The training underpins a trauma-aware approach at all levels to ensure that officers and staff tailor their responses and approaches accordingly to victims.
- Domestic Abuse processes are well established in the organisation, they include the introduction of a '20 Point Plan' and mandatory supervisor attendance at all DA incidents to enhance opportunities for evidence led prosecutions. This has been shared nationally as best practice.
- The Force is developing a process to proactively identify individuals using intelligence, who pose the highest risk of harm to women and girls. These perpetrators will be actively managed to prevent or reduce reoffending.
- There has been an upward national trend in the reporting of drink spiking offences, the CoLP has also experienced an increase with 52 reported incidents since April 2021. A trial has now been implemented across 30 licenced premises for each to have access to drink testing kits. This will enable customers who suspect that their drink has been spiked to have a staff member test their drink. This ability to provide an indicative result there and then, will greatly assist CoLP in identifying perpetrators through fast-time investigative enquires, thereby protecting potential victims.

NPCC Objective 3- Create Safer Spaces (*this section has been written in consultation with the City of London Corporation)

This is the objective within the NPCC Strategy where CoLP needs to work closely with partners in the City of London Corporation.

The Force and the City of London Corporation are working to create safer spaces, so that women and girls both are safe and feel safe, in line with the City of London Corporation Corporate plan.

In particular, by looking at individual factors which contribute to women and girls feeling unsafe, wherever they are. To create safer physical and online spaces, there is a need for greater comprehension regarding the data and evidence in relation to the challenges presented by VAWG.

- CoLP is working to build up detail around the current force intelligence picture, in addition to how this compares across the national landscape. Current data can provide areas of potential vulnerability through hot spots and will be enhanced by the intelligence profile being completed. The hot spot analysis has been completed over a 3 year period to identify where violent criminality tends to occur. In response, we have already targeted our activity at identified high-harm locations, including those associated with the night-time economy to make them feel safer to the public.
- For the Christmas Campaign , key days and times received an uplift of staff in order to provide a greater visible and pro-active policing presence in areas identified as potential hotspots. As part of this, funding from the Home Office enabled the provision of Night Safety Hubs¹ in collaboration with the Corporation and other partners. A review of this initiative revealed that although there was positive community feedback, uptake was low. There was some feedback from professionals that the location of the Hubs coupled with a reduced footfall due to Covid and impending restrictions at that time, may have impacted on this. Nevertheless, the learning from this initiative will be implemented into any future Safety Hub design process
- The City of London Corporation and CoLP have been awarded a £50,000 grant from the Home Office, this will be allocated to specific initiatives as follows:
 - £25,000 will fund the 'Good Night Out' campaign which will be promoted in March 2022. This awareness campaign will be largely delivered to the public in the City to challenge myths and misconceptions around sexual harassment.
 - £10,000 will fund a campaign to raise awareness of the 'Street Safe' app, encouraging people to report any areas they feel unsafe and reasons why they feel unsafe, for example poor street lighting. This will enable both the Police and City of London Corporation to address the issues raised.
 - £15,000 will fund Safer Sounds to deliver Welfare and Vulnerability Engagement training to 100 licensed venues across the City of London. This

¹ The Night Safety Hubs were staffed in partnership with the City of London Corporation, St John's Ambulance and Victim Support at St Botolph's Church, Bishopsgate. A Police Officer from Public Protection was also present to represent the City of London Police and provide specialist support to females who wished to report a concern.

will help to ensure they are able to prevent, respond and support vulnerable people, particularly women and girls. The training will also enable venues to promote and deliver the 'Ask for Angela' campaign previously reported on in the vulnerability deep dive to your previous Committee.

- CoLP has been working alongside Victim Support to deliver Safety in the City presentations to around 470 employees from businesses in the City. The sessions highlighted the City of London's response to VAWG, including information on how male employees can change their behaviour to help make women feel safer. The businesses provided positive feedback around the sessions and requested further sessions in 2022.

Committee(s): Strategic Planning and Performance Committee	Dated: 7 February 2022
Subject: Victim Services - Deep Dive	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 People are Safe and Feel Safe
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 11-22	For Information
Report author: Det. Supt. Richard Waight, Head of Investigation Services, Specialist Operations	

Summary

The Chair of the Strategic Planning and Performance Committee has, at this meeting scheduled a 'deep dive' into the area of victim services. This report is to update Members on the current victim services delivered by the City of London Police (CoLP) supported by local authority, regional and National partners.

National focus in support of victims is particularly high at this time with significant steps being taken towards the introduction of a 'Victims' Law' that will build on the foundations provided by the Victims' code to substantially improve victims' experiences of the criminal justice system. This report will summarise this and the current process of consultation that the CoLP is engaged with.

Victims are a key priority in service delivery and span all aspects of policing response. This breadth of services will be summarised in the following areas that articulate the victim journey from initial reporting to judicial outcome.

- A. Initial contact and crime reporting
- B. Investigative phase
- C. Judicial process

Service summaries will include reference to bespoke victim services and those provided by officers and staff in the delivery of their respective roles. The report will also provide oversight of strategic governance, compliance with the Victim Codes of Practice and current performance level in respect of victim/public confidence and satisfaction.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. **National perspective:** “Every year, one in five people in our country will become the victim of a crime. Some will be bewildered by what’s happened to them. Others will be left picking up the pieces of their lives. All victims should feel confident to pursue justice. We have a moral duty to protect these victims of crime. It is the right thing to do.”¹ Government ambition is to improve the service and support those victims receive – from the moment a crime is committed through to their experience in the courtroom.
2. **The Government plan** for delivering a “world-class service to victims” has five critical elements:
 - Amplify victims’ voices in the criminal justice process
 - Increase the transparency of the performance of our criminal justice agencies
 - Make sure that there are clear lines of accountability for when victims do not receive the right level of service
 - Support victims to rebuild their lives through accessible and professional services, and ensure that criminals pay more to support these
 - Ensure there are better tools to protect victims and prosecute culprits

This plan will deliver against a ‘Victims’ Bill’ that will build on the foundation of the Victims’ Code with the aim of substantially improving victims’ experience of the criminal justice system. The intention is to place a number of key principles from the code into primary legislation with a clear signal to all relevant agencies that they must comply with delivering it. The proposed principles (subject of live consultation at time of writing) are¹

- **ensuring victims are informed** – to ensure that victims can fully understand the criminal justice process, criminal justice agencies must pay due consideration to providing victims with the information they need throughout the entirety of their case, from reporting through to post-conviction
- **ensuring victims are supported** – although victims do not have to report a crime to access support, when they do, the Code stipulates that victims must be referred to a service that helps them cope and recover, supported during their journey at court, and assessed as to whether they need any specialised assistance, such as eligibility for special measures

¹ Delivering justice for victims – A consultation on improving victims’ experiences of the justice system December 2021

- **ensuring victims have their voices heard** – victims must have their voices heard in the criminal justice process and be offered the opportunity to make a Victim Personal Statement to explain how the crime has had an impact on them
 - **Victims’ right to review** – victims must be able to challenge decisions that directly impact them, and the Code specifies that they have the right to ask for a review under the National Police Chiefs’ Council or CPS Victims’ Right to Review Schemes, which allow complainants to request a review of certain decisions not to pursue a prosecution or to stop a prosecution
3. **Existing expectations for victims: the Code;** The Victims’ Code² sets out the legitimate expectations for all victims of crime. The code centres around twelve key rights that victims have and requires specified agencies, including the police to deliver services that support these rights that are listed below:
- To be able to understand and be understood.
 - To have details of the crime recorded without unjustified delay
 - To be provided with information when reporting the crime
 - To be referred to services that support victims and have services and support tailored to your needs.
 - To be provided with information about compensation
 - To be provided with information about the investigation and prosecution
 - To make a victim personal statement
 - To be given information about the trial, trial process and role as a witness
 - To be given information about the outcome of a case and any appeals
 - To be paid expenses and have property returned
 - To be given information about the offender following a conviction
 - To make a complaint about your rights not being met
4. **National context of harm;** At its highest the impact of harm can be seen in many cases and notably in the tragic murder of Sarah Everard. Trust and confidence in policing, and in particular linked to that case, has reduced. The National focus on Violence Against Women and Girls (VAWG) is fully supported by the CoLP who are working closely with the National Police Chiefs Council, City of London Corporation (CoLC), our partnerships, our communities and our workforce to develop a plan that rebuilds the trust and confidence internally and externally. This victim/public focused work has a local structure and governance.
5. **Lead force context:** The City of London (CoL) has a relatively low volume of crime and as such victim numbers are likewise low compared to other forces. That said

² Victims’ Code – GOV.UK (April 2021), https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/974376/victims-code-2020.pdf

the CoLP have significant lead force responsibilities for fraud, cyber and economic crime, and the delivery of services associated with these crime types attracts significant volumes of victims across the UK and globally. Victim services are delivered proportionate to demand with areas of high volume having bespoke teams supporting victims. Examples of bespoke teams include a) the Economic Crime Victim Care Unit (ECVCU) who provide victim support services aligned to the Action Fraud (AF) fraud and cyber reporting service; and b) the Victim Contact Unit (VCU) that support National Lead Fraud Investigations that currently have an average of 144 victims per operation.

6. **Local high harm victims:** Additional to the high harm linked to our economic crime (that also, in the main represents our serious organised crime demand) is the harm associated with the management of sexual offences and violent offenders. This is an area that received some scrutiny in the 'Vulnerability deep dive'. The majority of victims in this area are also non-City resident who are either visiting or working within the CoL. Through close partnership working with surrounding Metropolitan boroughs, County Forces, the CoLC and the Vulnerable Victim Advocate (VVA), the CoLP ensures that any risks relating to both residents and non-resident victims and offenders are effectively managed. This is achieved through multi-agency safeguarding meetings that are embedded within CoLP/CoLC processes, including the Multi-Agency Risk Assessment Conference (MARAC) for domestic abuse, the Community MARAC, the Multi-Agency Child Exploitation meeting (MACE) and statutory child protection meetings. This activity is governed via local, regional and national strategic governance arrangements. This is further complemented through close working with the London Victim and Witness service to offer support and signpost specialist services to victims of crime.
7. **Investigator responsibilities:** Officers and police staff in the course of investigations deliver against the Victim Code of Practice (VCOP) and signpost victim services as appropriate. There are specialist victim services provided by the Victim Care Unit and the Cyber Crime Unit, alongside the Public Protection Unit (PPU) who provide the investigative and safeguarding response across vulnerability issues, made up of specially trained detectives in dealing with domestic abuse, sexual offences and child protection. (Family Liaison Officers or FLOs)
8. **Victim location:** Additional to the lead force context, the demographic of victims in the CoL is also a largely transient one due to their being, in the main, a mix of commuter, tourist and leisure/night-time economy visitors. This can present additional challenges due to victim proximity to the CoL when maintaining contact. Also, as presented during the Vulnerability 'deep dive' mitigation of these challenges is supported by cross border and cross agency collaboration.





9. **Future developments;** In line with HMG objectives around the Victims Bill work locally is underway to review how we deliver victim services. This includes delivery of the agreed (Transform Programme) implementation of two roles; a) Victim service manager; and b) Victim service coordinator. The introduction of these roles will ensure a consistency of approach to victim services, ensure victim services are at the forefront of any strategic policy, manage performance, maximise shared learning and ensure every victim contact matters.
10. **Other key role of note;** CoLC fund the Vulnerable Victim Advocate (VVA) post 2 days a week, with the remaining 3 days a week currently funded for 12 months through Proceeds of Crime Act (POCA) funding. The VVA plays a crucial role in supporting any vulnerable victims from report to court, providing emergency safety planning and referrals to specialist support. In addition, the VVA provides training to police and partners and delivers engagement and prevention initiatives across the CoL partnership. The implementation of this role has been recognised as national best practice and commended to other organisations for their consideration. Discussions are taking place to ensure permanent funding remains in place for the VVA role.
11. **Priority and application;** The CoLP place victim services at the centre of all police activity. Victim services in this report will be summarised and aligned to the following strands of operation:
- Governance, performance and continuous improvement
 - Initial reporting, assessment and allocation
 - Response, including investigation, victim management and judicial process

Current Position

Governance, performance and continuous improvement

12. Senior oversight of performance is maintained via the CoLP Performance Management Group (PMG) with delegated responsibility to the Crime Standards Board (CSB) who monitor and manage the Force response in support of the Victim Code of Practice (VCOP). Managers receive monthly reporting to aid their monitoring of VCOP compliance. A crime scrutiny group also operates and is tasked by the CSB to assist with more qualitative assessment of areas that require a deep dive to assist continuous improvement in this key area.
13. **Crime Scrutiny Group:** A monthly group that reviews investigations on a pre-determined theme (directed by CSB) that includes an assessment of VCOP compliance. Their work is supported by monthly performance information from the Performance Information Unit (PIU) that is used to identify compliance issue

14. There are specific guidelines on the management of vulnerable victims that are governed by management of vulnerable victims is documented in the November 2022/21 vulnerability report.
15. Operational prioritisation is also made considerate to victim impact/harm. Senior governance for operational decisions is maintained by the monthly Tactical Tasking and Coordination Group (TTCG) who ensure appropriate operational delivery cognisant of threat, harm and risk and current demand. Risk associated with victim services are recorded on the force risk register and managed in line with force risk governance structure
16. A key tool in support of performance monitoring and management are Victim Satisfaction Surveys. They are used to improve our understanding of needs of the public and are an indicator as to whether the Force is meeting victim expectations. These statistics are reported to the Strategic Planning and Performance Committee (SPPC) and considered against the achievement of our policing plan objectives. They are an important barometer of victim/public satisfaction/confidence that aids the delivery of quality services by feeding organisational learning that drives continuous improvement. The insight gained can typically be used to inform 'Integrity and Standards' and 'Equality and Inclusion' boards; potentially revealing discriminatory practices, processes or system-based bias.
17. **Victim Satisfaction performance:** A statutory reporting measure, it is a key measure within the new National Crime and Policing Priorities, and the forthcoming Policing Plan 2022/23. Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) also provide a periodic layer of scrutiny for VCOP compliance and service delivery. The current Policing Plan 2021/22 performance measure is currently (Q2) assessed as Satisfactory.

Treatment 85% Satisfied 	 Follow Up 65% Satisfied
Overall Service 62% Satisfied 	 69% Would Recommend in Future

18. CoLP is typically achieving a 10% response rate to the current victim of crime survey; 789 text message requests have been successfully delivered since November 2020 and the Force received 78 responses. All measures have increase in Q2, notably those Satisfied with how they were treated has risen from 76% to

85%. Whilst people are generally satisfied there is still room for improvement; both in service standards at point of contact and during subsequent updates.

19. A change to the statutory duty to conduct the Victim Survey occurred in 2017 shifting expectations by the Home Office and HMICFRS towards gaining a deeper insight led understanding of the victim journey. A change in survey design at this time was hampered by the Force being locked into an existing contractual agreement; with amendment fees which made substantial change unaffordable.
20. The Force was also concerned over a perception of limited response rates vs value for money and the increasing forecast of costs; for continuing to conduct telephone-based surveys. The Force would typically experience a response rate of 15.5 % (2017/18) to 18% (2018/19); at an annual cost of £45k.
21. As a result of the PMG action and review the Force moved to the current SMS text-based service; delivered by an external company. The Force also engaged a second partner to deliver a Domestic Violence and Abuse Survey; largely as the requirement arose out of sync with the commissioning of the Victim Satisfaction contract.
22. The Force is striving to improve response rates and to date has not developed a universal communication strategy for surveying. The communication events to date have been survey specific and time limited due to resource constraints. The investment in a dedicated post would provide support to ensure a communications effort was underway (and tracked) throughout the reporting year, rather than for a few short weeks ahead at the end of the year as was recently necessary for delivery of the Community Survey.
23. A wider adoption of other communication channels, both private and public sector; has led to improved engagement with hard-to-reach groups. The annual communication strategy should include proactive scheduled use of ward meetings, Dedicated Ward Officers, KINs and the Corporation's access to the business community. The Force has the option to make greater use of SMS mobile messaging, Internet site Pop-Ups, QR Codes at Force and CoL public locations and the digital media boards; as well as routinely integrating survey links into the Force's publications. To date efforts to implement these options have been hampered by an absence of available professional resource, rather than a lack of Force innovation.
24. The Force's focus on placing the victim at the heart of its service approach will raise demand for improved survey services. This aligns well with the renewed focus on victims and vulnerable victims being demonstrated by government. A deep dive into victim services is expected by the Police Authority early in 2022.
25. The Force's delivery of the DVA Survey has a dependency on the maintaining of funding for the Vulnerable Victims Advisor, who conducts the DVA survey questioning on behalf of PIU.

26. There is an opportunity to use the ward panels and meetings to improve general survey uptake; and a measure to support this approach is being proposed in the forthcoming Policing Plan (Draft) 2022-25 for measures for the year 22-23.
27. Further Policing Plan (Draft) survey measures in development: a proposal to survey the business community in order to understand their perceptions of the Force's efforts to effectively manage return to normality following large scale public order incidents, impact of testing and exercising events and some counter terrorism measures.

Initial reporting, assessment and allocation

28. All officers and police staff have a responsibility to ensure that every victim contact matters. Every interaction with a victim is part of the holistic service the CoLP offer. Victim contact takes many forms:

- Interaction in the street and face to face reporting
- On-line reporting
- Phone reporting
- Trans crime into the FRC
- Action fraud

The victim code of conduct is followed in these interactions.

29. The next stage following crime reporting is crime assessment which involves significant interaction with the victim. The force has two distinct functions to carry out crime assessment: the National Fraud Intelligence Bureau/VCU and The Force Resolution Centre. The initial points of the Victim Code of Conduct are met during this process.
30. **Force Resolution Centre:** The Force Resolution Centre (FRC) is a dedicated function servicing crime reporting and allocation across the CoLP (excluding NLF matters that are dealt with by the Lead Force Ops Room). Specialist resources provide the city of London with a clear victim focused approach to investigation, beginning with a transparent crime screening policy. Victims are at the heart of this process using the THRIVE+ methodology, which aligns to the Code of Ethics and National Decision-Making Model enabling the CoLP to respond appropriate to the level of harm.
31. Each crime reported is subject to an initial assessment in accordance with the National crime recording standards to establish if an offence has been committed. The victim is at the centre of this assessment and FRC staff will:
- Ensure compliance with Victims Code of Practice (VCOP) - to include completing the victim contact management section on any crimes they add to NICHE and ensuring the completion of this section on any other crimes.

- Conduct an assessment for the tasking of enhanced victim support and provide assistance and guidance to victims and witnesses of crime where enhanced victim support is not required.
- Provide assistance and guidance to victims and witnesses of crime through referral to Victim Support or the Vulnerable Victim Advocate where required.

32. The principals of the victim code are applied to all assessments and at this point a determination is made as to whether a victim is vulnerable or repeated. If yes, enhanced support will be provided.

- A person is considered vulnerable if as a result of their situation or circumstances, they are unable to take care of or protect themselves, or others, from harm or exploitation
- A victim is to be treated as a repeat victim if they have been subjected to the same or similar offence in the past 12 months. Whilst this should necessitate action in respect of safeguarding/reassurance/support it does not automatically mean the crime should be allocated for further investigation if it fails to meet the allocation threshold (whether mandatory or assessed).

33. When considering the status of a victim and whether there are any additional factors that will indicate that the crime should be allocated for investigation, special consideration should be given to the following:

- Where the victim has suffered substantial loss – this could include an elderly victim who has had something of low monetary value (e.g. pension) stolen where this is their sole source of income or where the loss is significant for another reason (e.g. sentimental rather than monetary)
- Where the victim is a public servant, and the offence was committed whilst they were acting in the course of their duty

Response, including investigation, victim management and judicial process

34. **Victim management by investigators;** When a case is assigned to an officer the officer makes contact with the victim and discusses their needs for example how often the victim requires an update and specific support or signposting as required. It is the responsibility of the officer to continue that service covering areas as follows:

- Would they like to engage with our service and if so, establish the areas in which support is needed.
- If possible, give support advice for relevant agencies such as Victim Support, City Advice or Toynbee Hall over the phone.

- If they would like us to contact these services on their behalf, then we would collate all the information needed and make the referral by contacting the agency requested directly.
- We would end the call by explaining what we will now do going forward and ensure they have our contact details for any future support or advice.

All victim contacts must be recorded on Niche.

35. Victim Contact Unit (VCU); part of the National Lead Force response to Fraud. It is structured with three Victim Care Reviewers and managed by one Victim Care Manager. The VCU support Victims emotionally and practically whether they are located within the City of London or elsewhere in the Country or World as part of the National Lead Force Investigations. The VCU are an important team who ensure all rights under the Victims Code of Practice are being achieved to a high standard throughout City of London Police Fraud Investigations.

Currently the VCU manage 4325 Victims across 30 Operations (internal and external), broken down as follows:

- 593 Victims for Victim care only from external Organisations and Police Forces with no Investigation by CoLP.
- 3732 Victims which are Victims of National Lead Force (NLF) Investigations conducted by CoLP.

In addition, the VCU receive weekly lists from the National Fraud Intelligence Bureau (NFIB). These are lists of City Victims who have reported to Action Fraud which can include both individuals residing in the City of London and Organisations which are based here. In the 2020 calendar year they received 39 spreadsheets with 1216 victims reports on and so far in the 2021 year this has been 45 spreadsheets received and 26,023 reports made. This is not representative of separate victim reports as some Organisations include bulk uploads on these reports. The support in which we offer these Victims has been detailed below.

36. Victim Support; The London victim and witness service provides victim support. The volume crime service receives a daily automatic transfer of victims that have requested to be referred to victim support. This service provides support and sign posting to all victims throughout the duration of their case.

37. Economic Crime Victim Care Unit (ECVCU); As a direct result of the success of the pan-London Action Fraud Economic Crime Victim Care Unit (ECVCU), the Home Office provided funding to roll-out the Action Fraud National Fraud Economic Crime Victim Care (NEVCU) in areas outside London with potential to extend the service across England and Wales.

The original aim was to roll out NEVCU to all 43 forces in the England and Wales for Level 1 (non-vulnerable victims) with a further aim to roll-out to all forces at Level 2 (vulnerable victims) once further funding is approved. Six forces receive Level 1 and Level 2 service, these are the initial pilot forces. Fourteen forces, in

addition to the pilot forces, now receive the Level 1 service, which is an overall total of twenty. Six forces have intimated they do not want the NECVCU service, so currently we are now seeking to bring a total of 37 forces into the Level 1 service.

38. **Domestic Abuse (DA);** Domestic abuse processes are well established within the CoL. These include the recent introduction by the CoLP of a '20 Point Plan' and mandatory supervisor attendance at all DA incidents to improve the frontline response to victims and enhance opportunities for evidence gathering and prosecutions. This has been shared nationally as best practice.

All domestic abuse investigations and non-crime matters are allocated to the Public Protection Unit (PPU) for investigation and safeguarding. The PPU work closely with the CoLC to safeguard victims and in all cases consider evidence led prosecutions.

Throughout 2020 and 2021 to date, the CoLP have worked closely with partners to deliver several initiatives around domestic abuse. These have included:

- Spotting the Signs Toolkit – shared with Business throughout the COL providing information to managers and staff on responding to Domestic Abuse (DA). This has been updated to include a section on working from home. This toolkit has been recognised as national best practice and adopted within other forces.
- Hidden Harms Campaign – Developed with Crimestoppers to raise awareness of DA and HBA amongst harder to reach communities, specifically the Bangladeshi community in the city. Utilised targeted social media and traditional media translated into Bengali.
- Hotel Engagement Newsletter – circulated on a quarterly basis and focussed on vulnerability issues.

39. **Sexual Violence;** There has been an increased focus on sexual offences in response to the Sarah Everard murder and other high-profile cases. Serious 'Stranger' sexual offences within the City of London remain low. Of the rape cases reported, the majority centre on the issue of 'consent' making investigation and prosecution challenging.

The number of sexual offences also decreased during the pandemic due to the decreased footfall and closure of licensed premises. Whilst figures are once again increasing and the rolling 12-month comparison shows an increase of 144% (13 offences), the total figure remains on a par with 19/20 levels.

The VVA plays a key role in supporting victims of sexual violence, ensuring they are supported from 'report to court'. This is alongside the team of SOITs (Sexual Offence Investigation Trained officers) whose provide the single point of contact for victims throughout the investigation.

CoLP have continued a programme of engagement activity alongside partners in Victim Support and the COL to raise awareness on issues such as consent, and

sexual violence linked to the night-time economy. This has included several initiatives:

- Social media video series during lockdown highlighting how victims can report sexual abuse, dispelling myths and outlining support available
- Training for licensed premises in relation to vulnerability and specifically VAWG and sexual violence
- Supporting the 'Good Night Out' and 'Reframe the Night' campaigns to raise awareness on sexual violence in licensed premises
- Input the Corporation Women's Network on night safety and VAWG

40. Mental Health; Mental Health and Suicide is a strand under the vulnerability priority. Whilst this report does not focus on these areas, it should be noted that this is a cross cutting issue across many of the other vulnerability areas. For example, many domestic abuse victims and perpetrators present with mental health issues and this is an underlying issue in many of the high-risk MARAC cases discussed.

The force lead for Mental Health and Suicide is placed within Sector Policing and there is a large amount of work ongoing with CoL partners to provide MH support to those in the CoL and reduce suicide.

The CoLP/CoLC/NHS fund the Mental Health Triage nurses who proactively support frontline staff by providing on the street assessment of individuals presenting with mental health issues and ensure appropriate signposting and use of MH detention powers, freeing up valuable police time and providing improved outcomes for individuals. Additionally, there is effective partnership working through the Community MARAC, chaired jointly by CoLP and the CST where complex cases of antisocial behaviour or those with repeat mental health issues can be discussed.

Future investment in mental health initiatives and support across the partnership is imperative in reducing the burden that mental health places on the police service.

41. Cyber support to victims; Cyber Griffin leads the CoLP Police's victim care in the area of cyber criminality. The programme offers four primary services designed to support individuals and organisations who have been a victim of cyber criminality:

- **Baseline Briefings** – Non-technical intelligence led presentations designed equip attendees with key advice and guidance they need to protect themselves from the most prolific cyber offences today.
- **Tabletop Exercise** – A scenario-based exercise designed to take teams through a series of increasingly complex cyber-attacks with the aim teaching them the value and key principles of effective cyber strategy.

- **Incident Response Training** – A seminar for all staff involved in cyber incident response which teaches the police major incident response methodology in the context of cyber events.
- **Cyber Capability Assessment** – A police led assessment of an organisations information security management (ISM) resulting in an advisory report detailing the organisations maturity broken down into a list of controls.

This catalogue of NCSC certified services can be applied flexibility depending on the victim's needs. Using these, Cyber Griffin aim's is to provide long-term support to victims of cyber-crime and to instil sustainable resilience to any future cyber criminality. Cyber Griffin engages with 100% of victims of cyber dependent criminality within the City of London.

42. Victims right to review a police decision; If the police or Crown Prosecution Service (CPS) decide not to prosecute the suspect the Victim has a right to be told within five working days. They should be informed of the following:

- Reasons for the decision
- How they can get further information
- How to seek a review and make representation under the National Police Chief's Council or the CPS Victims right to review scheme
- How to be referred to support services

43. Call Blocker Project: The Fraud Operations VCU successfully bid and received funding for one-hundred Call Blocker Units from the supplier. These Units are highly effective at blocking scam and nuisance calls which come through to individuals/victims' phone lines and have been proven to increase the wellbeing of individuals when installed. These Units are recognised and used by Trading Standards Teams across the Country and the National Scams Prevention Team. The City of London Police Force now have this capability for residents within the square mile.

The VCU have worked alongside the Corporation of London, Corporate Communications, City of London Trading Standards and the Dedicated Force Ward Officers to ensure this new capability within the Force and City is becoming well known and available to those residents in need.

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